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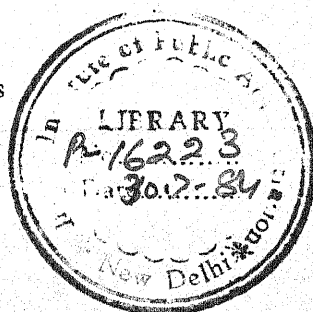
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INDEXING
& ABSTRACTING



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INDEX AND ABSTRACT OF ARTICLES

ABSENTEEISM

BHATIA, S.K. Tackling absenteeism : a methodological note. *Indian Journal of Industrial Relations*, 16(2) Oct. 80, p.259-75.

ADMINISTRATIVE DECENTRALISATION

ACHUTHA MENON, C. Administrative problems in democratic decentralisation. *Mainstream*, 19(23) 7 Feb. 81, p.15-16.

In the present administrative set-up in India, the planning and developmental process has to go through the mill of bureaucratism, which has a tendency to distort the process itself at every stage. The crucial question appears to be as to how this bureaucratism can be avoided in democratic decentralisation. The elected representatives at the Panchayati Raj Level cannot act by themselves in the execution of any project, nor can they punish the officials responsible for its mismanagement. The panchayati raj bodies should be charged with the responsibility of not only taking decisions but also carrying out those decisions in the field. The Italian Communist Party has the rare distinction of cleansing the administration of many municipalities of corruption. That example is worth copying in our country.

ADMINISTRATIVE DISCRETION

GUPTA, R.S. Administrative discre-

tion and judicial system. *Indian Journal of Public Administration*, 26(4) Oct.-Dec. 80, p.1100-23.

Discusses the role of administrative discretion as a part of the modern administrative system when the role of the government is becoming increasingly pervasive. Obviously the use of administrative discretion calls for appropriate controls of different kinds as are provided in a democratic polity and, more important, from within the administration itself. Hence the need for greater perception on the part of the administration. The judicial system is, of course, an independent control mechanism but there are areas where judicial review may not reach. It is in these areas that the administrative authority is called upon to act judiciously in order to avoid any feeling of arbitrary action and abuse of power.—*Reproduced from editorial.*

ADMINISTRATIVE LAW

APPADORAI, A. Advantages of French administrative law. *Statesman*, 14 Jan. 81, p.6.

GARNER, J. F. Administrative law : civil and common law systems compared. *Review*, (25) Dec. 80, p.39-51.

ADMINISTRATIVE REORGANISATION

ANISUZZAMAN, MUHAMMAD and

MOHAMMAD MOHABBAT KHAN. Administrative reform : problems of definition and defining characteristics. Politics, Administration and Change, 5 (2) July-Dec. 80, p.28-40.

Various approaches are adopted to study the phenomenon of administrative reforms (AR). Flexible use of the terminology by the scholars has introduced an element of vagueness in the use of terms. A taxonomy of the terms and approaches used by different scholars in the study of AR is presented in the form of a table. The orientations of five leading scholars on AR are surveyed. They are : Gerald E. Caiden, Hahn-Been Lee, Frederick C. Mosher, Y. Dror and Robert Backoff. They have employed differing designations to characterise AR, but have one common element that all of them placed AR in a futuristic perspective. Differences among them are categorised into three major dimensions.

CHIKULO, B.C. (Univ. of Zambia). The Zambian administrative reforms : an alternative view. Public Administration and Development, 1(1) Jan-Mar. 81, p.55-65.

In 1968 administrative reforms were announced in Zambia which have been interpreted as involving a commitment to decentralization. The announcement came against a background of moves to strengthen party control over the bureaucracy, and a feature of the reforms was the reinforcement of this control. Subsequent developments have been characterized by the establishment of greater control over governmental administration in provinces and districts by party political appointees and by closer control over local party officials by party appointees from the centre. These developments have not been accompanied by decentralization within ministries, and functional ministries retain control over their field agents. —*Reproduced.*

GARNET, JAMES L. and CHARLES H. LEVINE. State executive branch reorganization: patterns and perspectives. Administration and Society, 12(3) Nov. 80, p.227-76.

KHAN, MOHAMMAD MOHABBAT. (Univ. of Dacca). Politics of administrative reorganization : President Nixon's departmental reorganization program. Political Science Review, 19(2) Apr.-June 80, p.170-80.

The Congressional suspicion and skepticism about major reorganisation plans which seek to reshape and remodel the agencies and the executive departments is mainly responsible for the failure on the part of the U.S. Presidents to achieve any broad based, far-reaching changes in the executive branch. The purpose of this paper is to assess the role of Congress, and secondly, the role of various affected interest groups and how they reacted in response to Nixon's reorganisation proposals. It seems that not only politics played a very crucial role in the reorganisation effort but it was omnipresent in the process.

MEIER, KENNETH J. (Univ. of Oklahoma). Executive reorganization of government : impact on employment and expenditures. American Journal of Political Science, 24(3) Aug. 80, p.396-412.

Many public officials have an unshakable belief that the structural reorganization of executive agencies can reduce employment and expenditures. This belief coexists with a fair amount of literature which argues that structural reorganization is unrelated to either economy or efficiency. The research presented here addresses this dispute empirically, with an analysis of 16 state government reorganizations since 1965. A longitudinal, quasi-experimental analysis of reorganization's long-term and short-term impact

on expenditures and employment shows that it rarely accounts for significant reductions in employment or expenditures.—*Reproduced.*

MWAPE, B. L. The Politics of central reorganisation in Zambia. *International Review of Administrative Sciences*, 46(2) 80, p.193-7.

This paper discusses the central reorganisation of departments and ministries announced in January 1979. The allocation of functions between government ministries in most cases is a political issue. This reorganisation is not much different from previous attempts to group ministries in relation to the functions they perform. The weaknesses of functional, goal-oriented, ministries are pointed out. An attempt is made to analyse the impact of reorganisation on the cabinet and staff assistants. Reorganisation involves the strategic use of organisation structures as an instrument of politics and cannot be described only as a process for purifying the bureaucratic blood and preventing stagnation.

PANDE, B.D. What is wrong with us? *Man and Development*, 2(4) Dec. 80, p.120-6.

In spite of many achievements to our credit, there is a serious crisis of confidence. Every institution is wreathing in corruption, nepotism or casteism. If an attempt is made towards reforms in some of these institutions the results can be spectacular. In this paper some measures are suggested for reforms in bureaucracy, civil service, teaching profession, police, criminal justice, defence services, etc.

POLLITT, CHRISTOPHER. Rationalizing the machinery of Government: the conservatives, 1970-74. *Political Studies*, 23(1) Mar. 80, p.84-98.

The White Paper *The Reorganization of Central Government* (Cmd 4506) not merely announced extensive changes in the organizational structure of Whitehall, it did so in unusually ambitious and philosophically explicit terms. This paper traces the origins of the policies announced in the white paper, identifies the main groups and individuals involved, and shows how some elements were more successfully implemented than others. The concluding analysis seeks to penetrate behind the functional-rationalist vocabulary of Cmd 4506 and identify an underlying set of choice criteria and decision procedures which permit a fuller explanation of the events of 1970-4.—*Reproduced.*

RAO, K.V. Administrative restructuring in U.P.—a suggestion. *Journal of State Politics and Administration*, 3(2) July-Dec. 80, p.29-31.

Where administration is badly structured, politics becomes clumsy and difficult and social and economic development suffers. U.P. is the best illustration of this phenomenon. Having fifty-four unscientifically demarcated districts it is one of the badly administered States in India. With a very wide area it is almost impossible to govern effectively from Lucknow. The State need not be split up as suggested by many. It is suggested that U.P. should have mini-secretariats at four different places, each dealing exclusively with all matters relating to the region at the highest level. The proposed administrative set-up is briefly explained. On the basis of the scientific grouping of departments creation of six ministries is proposed.

STEEL, DAVID R. and JEFFREY STANYER. Administrative developments in 1979: a survey. *Public Administration*, (58) Winter 80, p. 387-419.

ADMINISTRATIVE STAFF COLLEGE OF INDIA

DOGRA, BHARAT. Exodus of talent from Staff College. *Patriot*, 25 Feb. 81, p.2.

ADULT EDUCATION

KIDD, ROSS and KRISHNA KUMAR. Co-opting Freire : a critical analysis of pseudo-Freirean adult education. *Economic and Political Weekly*, 16(1-2) 3-10 Jan. 81, p.27-36.

AGRICULTURAL CREDIT

ANSARI, RASHEED AHMED. Commercial banks and agricultural finance. *Eastern Economist*, 76(9) 27 Feb. 81, p.560-4.

MEHTA, S.C. New horizons of rural cooperative credit. *Cooperative Perspective*, 15 (2) July-Sept. 80, p. 33-47.

PATEL, A.R. Recovery of farm loans : Some basic issues. *Eastern Economist*, 76(3) 16 Jan. 81, p. 109-13.

RAY, A.K., W.H. PINE and P.K. JOSHI. Impact of credit on income and labour use patterns of Hooghly district : a case study of West Bengal. *National Labour Institute Bulletin*, 5(11-12) Nov.-Dec. 79, p.393-7.

VON PISCHKE, J.D. The pitfalls of specialized farm credit institutions in low-income countries. *Development Digest*, 18 (3) July 80, p.79-91.

AGRICULTURAL DEVELOPMENT

ALAGH YOGINDER K. Regional disparities in rates of growth and productivity in Indian agriculture : causes and remedies. *Anvesak*, 10(1) June 80, p.1-40.

CHAUDHURI, MAITREYI. Is the rate of growth of Indian agriculture diminishing ? *Economic and Political*

Weekly, 16 (5) 31 Jan. 81, p. 155-8.

DATTA, RAKHAL. Farm productivity growth. *Business Standard*, 19 Feb. 81, p. 5; 20 Feb. 81, p.5.

HARNEK SINGH and P.L. MEHRA. Agricultural development and demographic change. *Social Change*, 10(3-4) Sept-Dec. 80, p.35-7.

INSTER, IAN. Agricultural growth and the late development effect in Japan—a note. *Development and Change*, 11(4) Oct. 80, p. 643-7.

JACOB, ALFRED S.J. The scope for a new surge of agricultural development in the dryland or drought-prone areas of India. *Indian Journal of Agricultural Economics*, 35(4) Oct. Dec. 80, p.22-7.

JOSHI, P.K. and T. HAQUE. An economic inquiry into the long term prospects of balanced agricultural growth in India. *Indian Journal of Agricultural Economics*, 35(4) Oct.-Dec. 80, p.1-22.

JUNANKAR, P.N. The Indian farmers maximise profits ? *Journal of Development Studies*, 17(1) Oct. 80, p.48-61.

MUKUNDAN, A.P. The small farmer. *Business Standard*, 1 Jan. 81, p.5; 2 Jan. 81, p.5.

SINGH, B.P. Hiking small farm productivity. *Business Standard*, 3 Feb. 81, p.5; 5 Feb. 81, p.5; 6 Feb. 81, p.5.

VIJAYARAGAVAN, K., Y.P. SINGH and A.K. RAY. Modernising agriculture. *Economic Times*, 20 Mar. 81, p.5; 23 Mar. 81, p.5.

AGRICULTURAL EXTENSION

ALI, MOHD IQBAL and PARAMESHWAR. Impact of farmers' training programme. *Kurukshetra* 29(7) 1

Jan. 81, p.13-18.

KINGSHOTTE, ALAN. A planning and management system for extension and farmer assistance in Botswana. *Journal of Administration Overseas*, 19(3) July 80, p.183-93.

LOCKHEED, MARLAINE, DEAN. T. JAMISON and LAWRENCE J. LAU. Farmer education and farm efficiency : a survey. *Economic Development and Cultural Change*, 29(1) Oct. 80, p.37-76.

MOULIK, T.K. Farm extension work: search for new direction. *Mainstream*, 19(28) 14 Mar. 81, p.15-17.

AGRICULTURE

KAHLON, A.S. Agriculture : the tasks ahead. *Eastern Economist*, 76 (4) Annual Number, 23 Jan. 81, p.183-8.

SEAL, K.C. and M.G. SARDANA. Gaps in agricultural statistics. *Commerce*, 142(3640) 21 Mar. 81, p.628-31.

SINGH, S.P., GUS T. RIDGEL and M.S. KANTHI. The role of agriculture and agricultural development in economic growth : a comparative study of India and Taiwan. *Political Science Review*, 19(3) July-Sept. 80, p.280-99.

AGRICULTURE AND STATE

PATEL, I.G. Policy framework for Indian agriculture. *Commerce*, 142(3629) 2 Jan. 81, p.8-11.

AGRICULTURE AND TECHNOLOGY

KAINTH, G. S. Impact of new farm technology on farm produce in Punjab. *Productivity*, 21(3) Oct.-Dec. 80, p.401-13.

ANTYODAYA PROGRAMM

SIKKA, B. K., P. S. DAHIYA and M. S. GREWAL. Impact of performance of Antyodaya Programme in Himachal Pradesh. *Indian Journal of Agricultural Economics*, 35(4) Oct.-Dec. 80, p.66-9.

ARBITRATION, INDUSTRIAL

TYRRELL, GEORGE. The politics of a hived-off board : the Advisory Conciliation and Arbitration Service. *Public Administration*, (58) Summer 80, p.225-34.

ARCHIVES

MADAN, K.D. Government records 'explosion'—measures to contain it. *Management in Government*, 12(2) July-Sept. 80, p.110-22.

In governmental affairs records management has remained a relatively neglected field and this problem is not confined to India alone. In India the volume of records is increasing very fast. The terms 'Semi-current' and 'non-current' used in records management are explained. The volume of records has well passed menacing proportions, in occupying valuable space, and is costing millions of rupees per year to the exchequer. Only those records having intrinsic value from historic as well as administrative angles should be preserved. The instructions regarding records management are being honoured more in their breach rather than in actual observance. Consciousness about growing volume of records should be stimulated in the dealing staff members. Scientifically organised departmental record rooms should be provided in every department. The records staff should be suitably trained and a comprehensive archival manual be prepared.

AUDITING

DUTTA, AMAR NATH. Social audit: the TISCO report and after. *Statesman*, 23 Feb. 81, p.8.

SUTHERLAND, S. L. On the audit trail of the Auditor General: parliament's servant, 1973-1980. *Canadian Public Administration*, 23(4) Winter 80, p.616-44.

TANTUICO, FRANCISCO S., Jr. Recent policies, approaches and procedures in local government auditing. *Local Government Bulletin*, 13(1-2) Jan.-Dec. 78, p.33-4, 48.

AUTHORITARIANISM

MOST, BENJAMIN A. Authoritarianism and the growth of state in Latin America: an assessment of their impacts on Argentine public policy, 1930-1970. *Comparative Political Studies*, 13(2) July 80, p.173-203.

AUTHORITY

COLEMAN, JAMES S. Authority systems. *Public Opinion Quarterly*, 44(2) Summer 80, p.143-63.

BANKS

AMMANNAYA, K.K. Banking: accomplishments and prospects. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.197-223.

BHATTACHARYYA, HRISHIKES. Bank nationalisation's goals. *Business Standard*, 26 Mar. 81, p.5; 27 Mar. 81, p.5.

GANGULY, A.K. Proposal for new bank of Bengal. *Amrita Bazar Patrika*, 4 Mar. 81, p.6.

GOVINDARAJAN, V. and B. RAMAMURTHY. Management control in banks: some issues for consideration.

Chartered Accountant, 29(7) Jan. 81, p.522-8.

JOSHI, P.N. Conferences of economists of public sector banks. *Journal of the Indian Institute of Bankers*, 51(3) July-Sept. 80, p.132-6.

MATHEW, T.J. Indian banks abroad: new challenges in the eighties. *Economic Times*, 17 Jan. 81, p.5.

NAGABHUSHANA RAO, E. and B. KRISHNAMURTHY. Five years of regional rural banks—a study. *Kurukshetra*, 29(8), 16 Jan. 81, p.17-19.

BIRTH CONTROL

BHARGAVA, MAHESH. Correlates of family planning acceptance and adoption. *Social Change*, 10 (3-4) Sept.-Dec. 80, p.38-41.

CHHABRA, RAMI. Population question. *Statesman*, 9 Feb. 81, p.8; 10 Feb. 81, p.6.

DASGUPTA, SUGATA. Perils of development: family planning not the answer. *Statesman*, 15 Feb. 81, p.6.

KLOBUS-EDWARDS, PATRICIA and JOHN A. BALLWEG. Predictors relating to implementation of family planning policy in the Philippines. *Journal of Southeast Asian Studies*, 11(2) Sept. 80, p.335-47.

KRANNICH, CARYL RAE and RONALD L. KRANNICH. Family planning policy and community-based innovations in Thailand. *Asian Survey*, 20(10) Oct. 80, p.1023-37.

MAYUR, RASHMI. Implications of overpopulation in India. *Bombay Civic Journal*, 27(11) Jan. 81, p.13-14, 20.

MIRINGOFF, MARQUE-LUISA. The impact of population policy upon

social welfare. Social Service Review, 54(3) Sept. 80, p.301-16.

PAI, T.A. Limit the family for national survival. Hindu, 24 Feb. 81, p.8.

BONUS

SETH, K.G. Bonus and wage structure: the problem of integration. Indian Journal of Labour Economics, 22(1-2) Apr.-July 79, p.73-84.

STATTA, RAY and MODESTO A. MAIDIQUE. Bonus system for balanced strategy. Harvard Business Review, 58(6) Nov.-Dec. 80, p.156-63.

BOUNDARIES, STATE

HARIHARAN, A. Boundary disputes are for ever. Hindustan Times, 21 Mar. 81, p.9.

BRAIN DRAIN

GUPTA, S.P.K. Putting brain drain to work. Yojana, 24(24) 1 Jan. 81, p.4-8.

BUDGET

BRAHMANANDA, P.R. A budget for inflation. Business Standard, 24 Mar. 81, p.5.

CHITALE, M.P. Budget and tax structure. Business Standard, 19 Mar. 81, p.5; 20 Mar. 81, p.5.

DAGLI, VADILAL. Budget is surrender to inflation. Amrita Bazar Patrika, 14 Mar. 81, p.6.

DAS, NABAGOPAL. An imaginative and bold budget. Amrita Bazar Patrika, 11 Mar. 81, p.6.

D'COSTA, E.P.W. The budget 1981-82: a perspective. Indian and Foreign Review, 18(11) 15 Mar. 81, p.13-14.

GUPTA, ANAND P. Budget 1981-82 : stoking fires of inflation. Business Standard, 17 Mar. 81, p.5.

KHANNA, K.C. A Budget for faster growth: halting steps in right direction. Times of India, 3 Mar. 81, p.6.

MATHEW, T.J. Union budget : wrong prognosis for external sector. Economic Times, 18 Mar. 81, p.7.

MISHRA, GIRISH. Budget not anti-inflationary. Patriot, 11 Mar. 81, p.2.

PALKHIVALA, N.A. A politically clever but unsound budget. Amrita Bazar Patrika, 17 Mar. 81, p.6.

PALKHIVALA, NANI A. Union budget : bearer bonds economics. Hindustan Times, 7 Mar. 81 p.9.

RANGACHARI, K. Budget for growth: the neglected basic issues. Statesman, 7 Mar. 81, p.6.

SETHI, J.D. Not a poor man's budget. Tribune, 3 Mar. 81, p.4.

SIMHA, S.L.N. The 1981-82 budget : some impressions. Economic Times, 26 Mar. 81, p.5.

THAKUR, SHRINIVAS Y. Union budget ; soft but inflationary. Economic Times, 24 Mar. 81, p.5.

UNION budget 1981-82. Mainstream, 19(27) 7 Mar. 81, p.5-9.

Contents : Disappointment for weaker sections, by C.H. Hanumantha Rao, Hazy hopes based on fragile arithmetic; All for an elusive 'growth' by Kamal Nayan Kabra.

BUDGET—PROCEDURE

SHERLEKAR, VIRENDRA S. and BURTON V. DEAN. An evaluation

of the initial year of zero-base budgeting in the federal government. *Management Science*, 26(8) Aug. 80, p.750-72.

BUDGETARY CONTROL

DUMBRELL, JOHN. Strengthening the legislative power of the purse: the origins of the 1974 budgetary reforms in the U.S. Congress. *Public Administration* (58) Winter 80, p.479-96.

THOMPSON, FRED and WILLIAM ZUMETA. Control and controls: a re-examination of control patterns in budget execution. *Policy Science*, 13(1) Feb. 81, p.25-50.

BUREAUCRACY

BETEILLE, ANDRE. Alternative to bureaucracy: the claims of caste and faction. *Times of India*, 16 Feb. 81, p.8.

Bureaucracy simply means administration in accordance with impersonal rules. Most of the Indians try to run public institutions not through impersonal rules but by means of personal approach and access. This is not bureaucracy but its opposite. The problem with our public institutions is not that there is too much bureaucracy but that there is too little. The administrative system that works through personal contacts rather than impersonal rules, provides much scope for manipulation. In India commitment to a cause is only a thin disguise for attachment to faction, community and caste and so the alternative to an impersonal bureaucracy will be an administration in the service of caste, community and faction.

BUREAUCRACY in the eighties. *Journal of Applied Behavioral Science*, 16(3) July-Sept. 80, p. 263-447. (Entire issue).

Contents: Introduction, by W. Boyd Littrell; The social life of the modern corporation: changing resources and forms, by R. Kelly Hancock; Politics, bureaucracy, and worker participation: the Swedish case, by Sandra L. Albrecht; Bureaucracy in Great Britain in the 1980's, by Gwyn Harries-Jenkins; Bureaucracy and ethnicity in Kenya: some conjectures for the 1980s, by Peter Blunt; Organizational issues in U.S. health policy implementation, participation, discretion, and accountability, by Sara McLanahan; Building the parallel organization: creating mechanisms for permanent quality of work life, by Barry A. Stein and Rosabeth Moss Kanter; The bureaucratic personality: an alternative view, by Norma M. Williams, Gideon Sjoberg and Andree F. Sjoberg; Medicalisation and social control in the workplace: prospects for the 1980s, by Paul M. Roman; Organization development and bureaucracies in the 1980s, by W. Warner Burke; Essential developments in the bureaucracy in the 1980s, by Elliott Jaques.

DUTT, R.C. Has bureaucracy impeded change? *Business Standard*, 4 Feb. 81, p.5.

By common use bureaucracy refers to the office system in governments. Bureaucracies have an in-built tendency to proliferate. However maligned, it is an indispensable instrument of modern state. The dichotomy between the State and the bureaucracy assumes proportions of conflict when the bureaucracy remains uncommitted to the emerging value system. On the part of the bureaucracy there is lack of commitment to the new value system for growth and social change. The bureaucracy is pre-occupied with problems of its own existence and career advancement. The present situation cannot be retrieved unless the new value system commands general acceptance.

GOLDMAN, DON. Need a fall guy? : blame a bureaucrat. *Bureaucrat*, 9(3) Fall 80, p.7-9.

QUAH, JON S.T. The public bureaucracy and social change in Singapore. *Hong Kong Journal of Public Administration*, 2(2) Dec. 80, p.16-37.

RIGGS, FRED W. Three dubious hypotheses : comment on Heper, Kim and Pai. *Administration and Society*, 12(3) Nov. 80, p.301-26.

CABINET SYSTEM

HARIHARAN, A. More than a reprimand. *Hindustan Times*, 27 Mar. 81, p.9.

NANDA, SUKADEV (Sambalpur Univ.). Social background of councils of ministers in Orissa (1950-1974). *Political Science Review*, 19(3) July-Sept. 80, p.300-11.

This paper is an attempt to analyse the ministries formed in Orissa during the period 1950-1974 and examine the prudence or otherwise in selecting the ministers. The councils of ministers are analysed as regards their size and caste representation, area representation and social background of the ministers. The data are presented in the form of tables.

THYNNE, I.S. The ministerial system in Niue. *Public Administration and Development*, 1(1) Jan.-Mar. 81, p. 47-54.

WELLER, PATRICK. Inner cabinets and outer ministers : some lessons from Australia and Britain. *Canadian Public Administration*, 23(4) Winter 80, p.598-615.

CALENDARS

ADHYAY, AMALENDU BANDYOP. The National Calendar : how to popu-

larise it. *Statesman*, 29 Mar. 81, p.6.

CASTE

GUPTA, DIPANKAR. From verna to Jati : the Indian caste system, from the Asiatic to the feudal mode of production. *Journal of Contemporary Asia*, 10(3) 80, p.249-71.

CENSUS

BOSE, ASHISH. Population census in India 1981. *Indian and Foreign Review*, 18(10) 1 Mar. 81, p.19-20. |

DAS, G.N. Fear of being counted : resistance to census operations. *Statesman*, 24 Jan. 81, p.6.

KRIPALANI, J.B. Need to revamp the census. *Indian Express*, 27 Mar. 81, p.6.

PANDE, S.K. Census '81 : more than head counting. *Business Standard*, 8 Feb. 81, p.4.

RADHAKRISHNAN, J. Operation census : then and now. *Tribune*, 10 Feb. 81, p.4.

CHILD LABOUR

TILAK, JANDHYALA B. G. Employment of children in India. *National Labour Institute Bulletin*, 5(11-12) Nov.-Dec. 79, p.398-402.

CITIES AND TOWNS

BUCH, M. N. India's urban future. *Hindustan Times*, 2 Mar. 81, p.9.

CITIZEN PARTICIPATION

GLASS, JAMES J. and CHARLDEAN NEWELL. Attaining participatory objectives : citizen information and training needs. *International Journal of Public Administration*, 2(4) 80, p.411-33.

CITY MANAGERS

LEWIS, EDWARD B. Attitudes toward political innovation among United States city managers. *Urban Interest*, 2(1) Spring 80, p.19-27.

MIKULECKY, THOMAS J. Inter-governmental relations: strategies for the local manager. *Public Administration Review*, 40(4) July-Aug. 80, p.379-81.

SCHRADER, GEORGE R. and EDWARD B. LEWIS. City managers and innovation. *Urban Interest*, 2(2) Fall 80, p.94-6.

CITY PLANNING

ALEXANDER, ERNST R. Policy-planning-implementation: the 'missing link'. *ITCC Review*, 9(4) Oct. 80, p.22-33.

FORESTER, JOHN. Critical theory and planning practice. *Journal of the American Planning Association*, 46(3) July 80, p.275-86.

LEACH, S. N. 'Organisational interests' and inter-organisational behaviour in town planning. *Town Planning Review* 51(2) July 80, p.286-99.

SARIN, MADHU. Chandigarh: progress and problems of a great experiment. *Round Table*, (279) July 80, p.299-304.

Chandigarh's master plan embodies some of the latest European planning concepts. The author has discussed innovative aspects of the plan which promise something to the average citizen of urban India which has never been promised before. The plan's aim was to build a city devoid of slums, overcrowding, poor environmental conditions and uncontrolled urban sprawl through physical planning supported by legislation. The rapid

growth of the city accompanied by the systematic expansion of the city's infrastructure has made Chandigarh probably the best serviced city in the country. But there are problems: phenomenal increases in land and property values, overcrowding, subdivision of housing units to enable multiple occupation, and growth of unplanned squatter settlements. The planning model has yet to come to terms with the Indian reality where in large parts of the country conditions of abject poverty, unemployment and vulnerability to natural disasters prevail. No planned city can remain isolated from the larger national processes. As a result of the limitations of isolated physical planning it is hardly feasible to build an island of high physical environmental standards.

WISSINK, G.A. The limits to planning: a comment. *Town Planning Review*, 51(4) Oct. 80, p.409-13.

CITY PLANNING—STUDY AND TEACHING

THOMAS, H. HUW. The education of British town planners 1965-1975. *Planning and Administration*, 7(2) Autumn 80, p.67-78.

CIVIL LIBERTIES

MUKHOTY, GOBINDA. Constitution and civil liberties. *Mainstream*, 19(21-22) 7 Feb. 81, p.47-50.

CIVIL SERVICE

AHAMED, EMAJUDDIN. (Univ. of Dacca). Exclusive bureaucratic elites in Pakistan: their socio-economic and regional background. *Indian Political Science Review*, 15 (1) Jan, 81, p.52-56.

The dominant bureaucrats in Pakistan are an exclusive elite group,

exclusive both in societal and regional terms. Bureaucratic elites refer to All-Pakistan Services and military hierarchy. The term 'exclusive' is used in a broader sense to indicate the isolation of bureaucrats from the general populace in terms of their origins, income level, power and life style. In this paper the exclusive nature is shown by analysing their recruitment process, their socio-economic and regional background and their training and work environment. The higher civil servants and military officers belong to the upper and upper-middle classes, and come from a high socio-economic background. The training designed to develop a type of paternal attitude, has alienated them from the masses they are to serve. The work environment of the elites have further isolated them from the people. Moreover most of them come from one particular region of West Pakistan.

AKIRA, KUBOTA. (Univ. of Windsor). The political influence of the Japanese higher civil service. *Japan Quarterly*, 28(1) Jan.-Mar. 81, p.45-55.

Japanese higher civil service exercises considerable political influence and has successfully initiated important social and economic policies. The Japanese politicians tend to play a role of implementing the consensus created by the career senior bureaucrats and not the role of leading and guiding various groups. The author has analysed the reasons as to why the higher civil service is powerful in Japanese politics and has tried to explain its unique position in the political system. It has a high status in the society and its role is well-acknowledged by the people.

BAKER, WALTER A. (Univ. of Ottawa). Accountability, responsiveness and public sector productivity.

Canadian Public Administration, 23(4) Winter 80, p.542-57.

At present, the federal government is actively urging its public service managers to do four things (1) take firm control of public service activities in seeking 'value for money' productivity; (2) accept responsibility for the timeliness and quality of the services they provide to their special publics; (3) take positive steps toward upgrading their competence as managers and, within these steps, to develop and display a professional integrity and commitment to managing; and (4) support moves toward a system of accountable management, built around the concept of up-the-line responsibility.

Developing his position from the Friedrich-Finer debate of the early 1940s, the author states there are strong tensions inherent in such a mix of expectations. He further states that the initiatives giving rise to the expectations are confronting a public service inadequately prepared to respond, with the possible consequences of a most adverse effect on public service morale. The paper seeks to help managers cope with the new challenges through clarifying the nature of the initiatives and presenting an approach designed to bring accountability and responsiveness into manageable harmony.—*Reproduced*.

BURNS, JOHN P. (Univ. of Hong Kong). 'Representative bureaucracy' and the senior civil service in Hong Kong. *Hong Kong Journal of Public Administration*, 2(1) June 80, p.2-20.

As regards the concept of representative bureaucracy, in case of Hong Kong, two issues among others are localization of the bureaucracy and the role of women in the civil

service. In order to investigate the structure of the civil service, this study is confined to a profile of the senior civil service only, because relevant biographic data have been published for this group. The study investigates terms of service and sex of senior civil servants and attempts to discover how these two variables are related to age, education, and mobility. The analysis indicates that in 1978 the senior civil service in Hong Kong was not representative of either women or locals.

DAS, NABAGOPAL. The ICS mystique: a close look. *Amrita Bazar Patrika*, 4 Feb. 81, p.6.

The author entered the ICS in 1931 and resigned in 1957. In this article he has made an attempt to dispel some notions about ICS held by the public. The ICS officers spent days and sometimes weeks in camps in the interior of the districts and were not inaccessible to the ordinary citizens. By and large, members of the IAS have proved to be as good as their predecessors. On the whole the author is not in favour of raising the emoluments of IAS officers. The circumstances leading to his resignation are narrated.

DONNISON, DAVID. The quality of public service. *New Society*, 53(928) 28 Aug. 80, p.413-14.

JAFI, JYOTI. A question of loyalty; officers under regional pressure. *Statesman*, 14 Mar. 81, p.6.

A study of posting details in Assam and the tribal states shows that regional chauvinists have been placed in the direct chain of command. Civil servants have to function under a popularly elected Ministry and the cost of defiance is too high for an average officer. The central service officers

who manage state postings or deputations, develop regional interests. Their divided loyalties pose a threat to national integration. There is a danger of separatism in the fringe states. A firm, fair, and nationally committed administration is essential to hold together the strategically vulnerable and secession-prone border regions.

LAU, ALAN W., ARTHUR R. NEWMAN and LAURIE A. BROEDLING. The nature of managerial work in the public sector. *Public Administration Review*, 40 (5) Sept.-Oct. 80, p.513-20.

MITRA ASOK. Guardians of the law. *Statesman*, 10 Jan. 81, p.6; 11 Jan. 81, p.6; 12 Jan. 81, p.6.

The civil service is the creation of the East India Company. Though the company introduced an exploitative system, it felt the need for an ethical and philosophical frame and so replaced the atomized autocracy by centralised control. A system was created for the dual purpose of sustaining the population and restraining it. In fact, the district officials provided an effective two way system of communication between the rulers and the ruled. The author, a member of the ICS, suggests that an officer has as much to do with the making of policy as with its execution. He has paid tributes to the work ethic and sympathy for the underdog of British members of the ICS whose conviction of their right to rule was leavened by a liberal utilitarian philosophy and by a firm belief in the greatest good of the greatest number of people. Around 1962 cracks began to appear in the edifice and the homogeneity of outlook and beliefs between the political masters and the civil servants began to show strains. Both of them began to pursue private rather than national

goals. Some of the difficulties faced by IAS are : much lower emoluments, a dated generalised education, not enough opportunity to get to know the countryside, and loss of control over nation building activities. The process of economic and social development is too complex and so the civil servant should be assisted to choose his own area of specialization and go ahead.

VAUGHAN, ROBERT G. The personal accountability of civil servants. *Bureaucrat*, 9 (3) Fall 80, p.21-3.

WAH, YEO KIM. The grooming of an elite : Malay administrators in the federated Malay states, 1903-1941. *Journal of Southeast Asian Studies*, 11 (2) Sept. 80, p.287-319.

CIVIL SERVICE COMMISSIONS

CHAUDHRY, D.R. P.S.Cs. under pressure. *Tribune*, 13 Mar. 81, p.4.

The credibility of Public Service Commissions as an institution stands greatly undermined today. There is a widespread feeling in the states that every post carries a price tag. Appointment as a member of P. S. C. is an exclusive prerogative of the politicians in power. The members often tend to act as nominees of particular political parties or factions. Autonomy of the Commission is often tampered by putting some posts out of its purview. The composition and functioning of P.S.Cs. should be critically evaluated.

Some measures are suggested to streamline the functioning.

COALITION GOVERNMENTS

BROWNE, ERIC C. and JOHN P. FRENDREIS. Allocating coalition

payoffs by conventional norms : an assessment of the evidence from cabinet coalition situations. *American Journal of Political Science*. 24(4) Nov. 80, p.753-68.

MITRA, SUBRATA KUMAR. A theory of governmental instability in parliamentary systems. *Comparative Political Studies*, 13(2) July 80, p.235-63.

Governmental instability in parliamentary systems is generally explained in terms of multipartyism and fractionalization of the party system. While these by themselves are valid explanations, a more general and efficient model that subsumes the earlier works can be constructed on the basis of the theory of games and spatial models. The model presented in this article shows that when the political situation is characterized by the existence of a principal dimension such as socialism-conservatism or the left-right dimension in a manner such that this meta-issue subsumes all other issues, the coalition that occupies the midmost position has a reasonable chance of defeating all contenders in simple majority voting. This is equivalent to the existence of a stable government. When several issues become concurrently dominant, the legislative game produces paradoxes and the society, devoid of the integrative effects of a principal issue, runs into governmental instability. Implications of the model have been supported by data drawn from four Indian states—West Bengal, Bihar, Uttar Pradesh and Punjab during 1952-1975.—*Reproduced*.

ORDESHOOK, PETER C. and MARK WINER. Coalitions and spatial policy outcomes in parliamentary systems : some experimental results. *American Journal of Political Science*. 24(4) Nov. 80, p.730-52.

COLLECTIVE FARMING

SHOKEID, MOSHE. Reconciling with bureaucracy: Middle Eastern immigrants' Moshav in transition. *Economic Development and Cultural Change*, 29(1) Oct. 80, p.187-205.

COLLEGE PROFESSORS AND INSTRUCTORS

HEREDIA, RUDOLF C. Pedagogy and scholarship: the academic dilemma of college teachers. *Social Action*, 31(1) Jan.-Mar. 81, p.99-106.

COLLEGES AND UNIVERSITIES

AZEEM, ANWER. AMU: brazen witch-hunt. *Hindustan Times*, 28 Mar. 81, p.9.

BRICKMAN, RONALD. Patterns of Administrative decentralization in France: an analysis of University reform. *Administration and Society*, 11(3) 79, p.283-305.

SHAHABUDDIN S. AMU: the other side. *Hindustan Times*, 19 Mar. 81, p.9.

COMMUNITY DEVELOPMENT

DEVASIA, LEELAMMA. Community development under the plans. *Kurukshetra*, 29(8) 16 Jan. 81, p.11-16, 27.

THORNER, ALICE. Nehru Albert Mayer, and origins of community projects. *Economic and Political Weekly*, 16(4) 24 Jan. 81, p.117-20.

A number of devoted individuals, foreign as well as Indian, had nurtured village betterment schemes here and there in rural India. The first community development project launched in the Etawah district of Uttar Pradesh in 1948 was essentially the brainchild of Albert Mayer, an enthusiastic American architect, having urban

background and limited acquaintance with India. In this paper, the author has explained as to how a previously unknown American came to be asked to pioneer a crucial sector in India's strategy for economic progress and has suggested several reasons why Nehru was receptive to Mayer's ideas and his ebullient personality.

COMPUTERS

BRADBURN, BRUCE G. Managing computers in local government. *Journal of Systems Management*, 31(11) Nov. 80, p.36-9.

CONSTITUTIONAL LAW

GALLIGAN, B.J. The Kerr-Whitlam debate and the principles of the Australian constitution. *Journal of Commonwealth and Comparative Politics*, 18(3) Nov. 80, p.247-71.

KRISHNA IYER, V R. Three decades of constitutional experience. *Mainstream*, 19(24) 14 Feb. 81, p.15-18, 22

RAO, B.G. Changing the system. *Statesman*, 24 Mar. 81, p.8, 25 Mar. 81, p.6.

RAY, AMAL and VANITA VENKATASUBBIAH. Political development and constitutional reform: some recent trends. *Economic and Political Weekly*, 16(3) 17 Jan. 81, p.8-4.

SINGH, K.P. Constitution-making in India. *Journal of Constitutional and Parliamentary Studies*, 13(4) Oct.-Dec. 79, p.427-41.

WISWA WARNAPALA, W.A. Sri Lanka's new constitution. *Asian Survey*, 20(9) Sept. 80, p.914-30.

CONSTITUTION—AMENDMENTS

DHOLAKIA, H.C. Forty-second minus

forty-fourth : some plus points. *Journal of Constitutional and Parliamentary Studies*, 13(4) Oct.-Dec. 79, p.393-409.

CONTRACTS

COOPER, PHILLIP J. (Georgia state Univ.). Government contracts in public administration : the role and environment of the contracting officer. *Public Administration Review*, 40(5) Sept.-Oct. 80, p.459-68.

This essay discusses the process of government contracting. It suggests that the acquisition of goods and services needed by government is an important aspect of public administration that has not been adequately investigated. The article discusses the fit of contracting to the budgetary process. It provides an analysis of the process indicating that there are a number of points at which significant decisions are made which substantially affect what the government gets for its dollar.

The contracting officer's function is an important and complex one. Bureaucratic and elective politics play a major role. In fact, it is argued that the major task of the contracting officials may be to balance political supports and demands in light of government needs and available resources rather than the frequently repeated goal of acquisition of the best goods and services at the lowest possible price.

Finally, the essay calls for further research to study the acquisitions process through a conceptual framework which focuses on the relationship between private organisations and the government as opposed to the acquisition of discrete items or systems.
—*Reproduced.*

COOPERATIVE SOCIETIES

MATHEW, P.V. Cooperative of the unemployed engineers : a case study

of ENCOS. *Cooperative. Perspective*, 15(1) Apr.-Jun. 80, p.34-44.

AGRAWALA, S.K. (Univ. of Poona). Public servants' offence of corruption and sentencing by the Supreme Court of India. *Indian Journal of Public Administration*, 26(4) Oct.-Dec. 80, p.937-86.

S.K. Agrawala brings for analysis the Supreme Court decisions on cases brought before it of corruption by public servants under the Prevention of Corruption Act, 1947. Agrawala takes up 69 cases as reported in the *Criminal Law Journal* between 1970 and 1979. Obviously, as Agrawala concedes, this is a brief time span and the Prevention of Corruption Act is not the only law in the country dealing with the problem of graft among public servants. The service rules themselves, besides other enactments, are quite comprehensive, though a feeling persists that they are rarely made use of. Agrawala considers the Supreme Court decisions important because, according to him, it is the Supreme Court, the highest court in the country, that lays down guidelines for penal policy by exercising the judicial discretion and authority vested in it. Agrawala suggests that by judicial activism, the Supreme Court can go further in developing penological norms in this vital area, as this has actually been done in certain other areas of public importance. Agrawala makes a significant contribution to an informal debate on the subject. The cases that Agrawala discusses in this article cover a wide ground. Primarily they are analysed to help us to understand how the Supreme Court has exercised its judgments and judicial discretion under the Act. Related issues such as the status of the accused persons under the Act, the time factor involved in the disposal of the cases, the pattern of appeals, the composition of the benches, the treatment by the Supreme

Court of the punishment initially inflicted by the lower courts, etc., have also been dealt with. On each point of analysis, Agrawala comes up with suggestions for the better working of the Act.—*Reproduced from editorial.*

HAR GOVIND. Corruption: public and private. *Hindustan Times*, 17 Jan. 81, p.9.

SEN, SHANTONU. Corruption: do we really care. *Amrita Bazar Patrika*, 7 Mar. 81, p.6.

SURI, SURINDAR S. Corruption of political life: lack of public philosophy main cause. *Times of India*, 23 Feb. 81, p.8.

COUNCILMEN

COLLINS, C.A. Local political leadership in England and Ireland Administration, 28(1) 80, p.71-96.

CREDIT

MEYER, RICHARD L. Financing rural non-farm enterprises in low-income countries. *Development Digest*, 18(3) July 80, p.92-100.

✓ PLATTEAU, J. PH., J. MURICKAN, A. PALATTY and E. DELBAR. Rural credit market in a backward area: a Kerala fishing village. *Economic and Political Weekly*, 15 (41-3) Oct. 80, p.1765-80.

CRIMINAL LAW

CALDERIA, GREG A. & ANDREW T. COWART. Budgets, institutions and change: criminal justice policy in America. *American Journal of Political Science*, 24 (3) Aug. 80, p.413-38.

DAIRIES

D'MONTE, DARRYL. Anand: milk and money. *Indian Express*, 23 Feb. 81,

p.6; 24 Feb.; 81, p.6.

DECISION-MAKING

HARI DAS. Impact of crisis situations on organisational decision-making. *Indian Journal of Industrial Relations*, 16(2) Oct. 80, p.181-93.

SEO, FUMIKO. An integrated approach for improving decision making processes. *Behavioral Science*, 25(5) Sept. 80, p.387-96.

ZEITZ, GERALD. Hierarchical authority and decision-making in professional organizations: an empirical analysis. *Administration and Society*, 12(3) Nov. 80, p.277-300.

DEFENCE, NATIONAL

BANERJEE, UTPAL K. Analytical approach to Indian defence. *India International Centre Quarterly*, (74) Dec. 80, p.207-17.

KATOCH, G.C. Defence expenditure. *Indian Express*, 19 Feb. 81, p.6; 20 Feb. 81, p.6.

NAMBOODIRI, P.K.S. Planning for defence. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.283-5.

TOMOHISA, SAKANAKA. A new phase of Japan's defence policy. *Japan Quarterly*, 27(4) Oct.-Dec. 80, p.461-70.

DEMOCRACY

NOAM, ELI M. The efficiency of direct democracy. *Journal of Political Economy*, 88(4) Aug. 80, p.803-10.

DEVELOPMENT ADMINISTRATION

DUBHASHI, P. R. Organisation changes and personnel management for development administration. *International Review of Administrative*

Sciences, 46(2) 80, p.172-4.

The concept of development administration is multi-dimensional. In under-developed countries the State has to play an important role in the process of economic growth. The implications of administrative transformation required in these countries are analysed. The necessary new organisational structures have to be properly manned if they are to deliver the goods. The necessary new tasks of personnel management like expansion and acceleration of recruitment, establishment of new services, and provision of opportunities for career development and training, form part of a comprehensive system of manpower planning.

ECONOMIC ASSISTANCE

MONTGOMERY, JOHN D. Administering to the poor (or, if we cannot help rich dictators, what can we do for the poor?). *Public Administration Review*, 40(5) Sept.-Oct. 80, p.421-5.

SRINIVASA-RAGHAVAN, T.C.A. Foreign aid, 1975-80. *Eastern Economist*, 76(4) Annual Number, 23, Jan. 81, p.239-42.

ECONOMIC DEVELOPMENT

BHATIA, B.M. India's economic prospects in the eighties. *Economic Almanac*, 1(2) Mar. 81, p. 5-8.

DEMENY, PAUL. North-South income gap. *Economic Times*, 5 Mar. 81, p. 5; 6 Mar. 81, p. 5; 7 Mar. 81, p. 7.

DUTT, R.C. The development challenge of the eighties. *Man and Development*, 2(4) Dec. 80, p. 82-8.

FRANK, ANDRE GUNDER. The world crisis : theory and ideology. *Alternatives*, 6(4) Dec. 80, p. 525-59.

HAVILAND, H. FIELD. The Brandt report : points for further discussion. *Round Table*, (280) Oct. 80, p. 451-6.

HAZARI, R.K. Some approaches to economic development. *Mainstream*, 19(24) 14 Feb. 81, p. 3-5, 34.

KALMAR, GEORGE. Brandt report. *Mainstream*, 19(17) 27 Dec. 80, p.13-14; 19(18) 3 Jan. 81, p. 21-2.

KOTHARI, RAJNI. Life-styles; a political analysis. *Alternatives*, 6(4) Dec. 80, p. 591-8.

MADELEY, JOHN. The Brandt Commission : more information needed. *Round Table*, (279) July 80, p. 341-6.

PANCHAMUKHI, V.R. Follow-up of Brandt report. *Yojana*, 24(24) 1 Jan. 81, p. 9-10.

PATWARDHAN, M.S. Economic growth: role of public, private sectors. *Economic Times*, 27 Mar. 18, p. 5.

RAO, V.K.R.V. The Indian economy during eighties. *Amrita Bazar Patrika*, 17 Feb. 81, p. 6.

SEN, BIMAN. Development strategy. *Patriot*, 14 Jan. 81, p. 2; 15 Jan. 81, p.2; 16 Jan. 81, p.2; 20 Jan. 81, p. 2.

ECONOMIC PLANNING

ADENIYI, ENIOLA O. National development planning and plan administration in Nigeria. *Journal of Administration Overseas*, 19(3) July 80, p.160-74.

AIYAR, SWAMINATHAN S. Sixth plan blues. *Hindustan Times*, 5 Mar. 81, p.9.

BARTHWAL, C.P. People's perception and problem of their participation in a hilly surrounding: a study of Garhwal division in Uttar Pradesh. *Economic Almanac*, 1(2) Mar. 81, p.32-40.

BHATTACHARYYA, HRISHIKES. The Yugoslav system : from central to self-management planning. *Economic Times*, 17 Feb. 81, p.5.

CHOGUILL, CHARLES L. Towards a theory of implementation in planning based on the Bangladesh experience. *Journal of Administration Overseas*, 19(3) July 80, p.148-59.

HANUMANTHA. RAO, C.H. The Sixth Plan framework : an assessment. *Yojana*, 24(23) 16 Dec. 80, p.16-17.

JOSHI, NAVIN CHANDRA. Sixth five year plan : the highlights. *Indian and Foreign Review*, 18(10) 1 Mar. 81, p.14-15, 18.

KURIEN, C.T. Socialism from below? Seminar, (257) Jan. 81, p.47-9.

MAHANTA, TRISHNA. Thirty years of planning in Assam. *Yojana*, 24 (24) 1 Jan. 81, p.23-5.

MANALILI, ANGELITO G. The role of local government in national policy-program formulation : the Bataan experience. *Local Government Studies*, 11(2) July-Dec. 76, p.3-6, 27.

MEHTA, BALRAJ. Planning and government policies go separate ways. *Indian Express*, 20 Feb. 81, p.6.

MEHTA, BALRAJ. Projections for sixth plan. *Tribune*, 2 Feb. 81, p.4

MEHTA, BALRAJ. Sixth plan : an exercise in Window dressing. *Amrita Bazar Patrika*, 2 Feb. 81, p.6

SAMBRANI, SHREEKANT. The sixth plan. *Economic Times*, 12 Feb. 81, p.5; 13 Feb. 81, p.5.

SCHLOSS, ARAN. Making planning relevant : Nepal's experience, 1968-1976. *Asian Survey*, 20(10) Oct. 80, p.1008-22.

SEN, MOHIT. Role of States in Indian planning. *Mainstream*, 19(22) 7 Feb. 81, p. 27-8.

UMMAT, R.C. Sixth Plan : final dimensions. *Eastern Economist*, 76(8) 20 Feb. 81, p.492-9.

ECONOMISTS

BOOTH, ALAN and A.W. COATS. Some wartime observations on the role of the economists in Government. *Oxford Economic Papers*, 32(2) July 80, p.177-99.

EDUCATION

GANGADHAR RAO, N. and K. RAMU NAIDU. Education : the dark spot in rural development. *Kurukshetra*, 29(9) 1 Feb. 81, p.8-11, 22.

EDUCATION AND STATE

HARIHARAN, A. A colossal national waste. *Hindustan Times*, 27 Feb. 81, p.4.

EFFICIENCY, ADMINISTRATIVE

BANCROFT, IAN. Efficiency in central government. *Management Services in Government*, 35(4) Nov. 80, p.173-83.

The efficiency of the Civil Service has been a prime concern of the Civil Service Department (CSD) since it was set up in 1968. CSD carries out special exercises to reduce civil service staff expenditure and numbers, along with scrutinies of specific functions within each department. These functions are explained in this text of address.

KEEVEY, RICHARD F. (State of New Jersey). State productivity improvements: building on existing strengths. *Public Administration Review*, 40(5) Sept.-Oct. 80, p.451-8.

The article discusses the efforts of the State of New Jersey in strengthening

and improving productivity. Past achievements are highlighted in such areas as state aid administration, capital financing, purchasing, and third-party contracting. The author suggests that past achievements lay a necessary foundation to facilitate and legitimate new productivity endeavors.

New Jersey's productivity program includes the establishment of a productivity coordinator in each department, a quarterly report to the governor, and a most unique feature—the establishment of a Productivity Investment Fund. In the first year, the fund provided \$40,000 in seed money to state agencies to implement cost-saving ideas. The article includes a listing and description of the 16 projects funded in the initial year with an estimated savings of \$2.5 million. A second year has also been funded with an additional appropriation from the legislature plus the authority to use a portion of the savings. Productivity efforts from the Budget Office's Management Improvement Unit are also described, including several program and management studies which were completed. — *Reproduced.*

ELECTIONS

BHATNAGAR, Y.C. and MOIN. The Seventh Lok Sabha elections. *Indian Journal of Political Science*, 41(1) Mar. 80, p.69-78.

EMPLOYEE DISCIPLINE

DOLAN, MICHAEL W. Government employee liability and the Federal Tort Claims Act. *Bureaucrat*, 9(3) Fall 80, p.17-20.

PARNAMI, K.K. Discipline without punishment. *Prashasika*, 8(4) Oct.-Dec. 79, p.41-8.

EMPLOYEE MORALE

CHAUDHARY, A.S. Dimension of

morale across the management levels. *Personnel Today*, 1(2) July-Sept. 80, p.15-17.

KERNAGHAN, KENNETH (Brook Univ.) Codes of ethics and public administration: progress, problems and prospects. *Public Administration*, (58) Summer 80, p.207-23.

The ethical behaviour of public servants will remain high on the agenda of public administration's concerns in the foreseeable future. Discretionary decision making powers and access to confidential information provide considerable scope to public servants for unethical conduct. The issue of ethical conduct among public servants is an integral part of the larger issue of reconciling administrative power and administrative responsibility. With a focus on the conduct of public servants, in this paper attention is centred on Canadian government but references are made to developments elsewhere. The paper examines recent Canadian developments affecting the ethical conduct of public servants; the form, content and administration of codes of ethics; the benefits and costs of these codes for public servants and for those whom they serve; and the implications of codes of ethics for administrative responsibility. Emphasis on ethical issues during training of public servants can heighten their sensitivity to and understanding of ethical considerations.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

PANAKAL, J. A., M. J. SHAIKHALI and S. K. WARRIER. Training for effective participative management. *Industrial Relations*, 31(5) Sept.-Oct. 79, p. 21-2.

SHARMA, G. D. (Univ. of Rajasthan, Jaipur). Workers' participation in

public sector undertakings in India. Indian Journal of Public Administration, 26 (4) Oct.-Dec. 80, p.1050-8.

G. D. Sharma examines the conceptual framework of subordinate participation in the decision-making process in public sector undertakings in this country. Sharma holds that the concept is of far reaching significance as it changes the power structure in the unit concerned, and management of any such change, according to him, is a time consuming process.—*Reproduced from editorial.*

SUDARSANAM, T. (Bailadila Iron Ore Project). Opinion of personnel executives on participative management. Indian Journal of Public Administration, 26(4) Oct.-Dec. 80, p.1041-9.

T. Sudarsanam discusses in his article, 'Opinion or Personnel Executives on Participative Management', the results of a field survey by him of the reactions of selected professional executives on workers' participation in management. Sudarsanam's field enquiry is obviously a limited one—700 members of the Indian Institute of Personnel Management chosen at random and referred to with a questionnaire consisting of 12 points. The response analysed in the article is just from 351 members. And not all respondents have covered all the questions put to them.

As Sudarsanam himself concedes, undue generalisation on the above basis may be risky. However, some of the opinions expressed by the respondent executives are significant. According to them workers' participation in management in this country has by and large been unsuccessful. They also feel that participation, where attempted, should be on a voluntary basis and confined to shop and plant level. Another significant observation is that there is no mentionable difference in

such opinions between the public sector and private sector executives.—*Reproduced from editorial.*

WADIA, MANECK S. Participative Management : three common problems. Personnel Journal, 59(11)Nov.80,p.927-8.

EMPLOYMENT

JOSHI, GOPA. Youth employment and economic development: China. Social Scientist, 9(1) Aug. 80, p.33-46.

RIDLEY, F.F. The job creation programme : administrative problems of implementation. Public Administration, (58) Autumn 80, p.261-85.

EMPLOYMENT, RURAL

BASU, KAUSHIK. Food for work programmes : beyond roads that get washed away. Economic and Political Weekly, 16 (1-2) 3-10 Jan. 81, p.37-40.

CHOWDHURY, SAROJ. Food for work programme. Business Standard, 17, Feb. 81, p.5 ; 18 Feb. 81, p.5.

DANTWALA M. L. Rural employment: facts and issues. Indian Journal of Labour Economics, 22 (1-2) Apr.-July 79, p.1-32.

GILG, ANDREW. Planning for rural employment in a changed economy. Planner, 66 (4) July-Aug. 80, p.91-3.

KRIPA SHANKAR. Employment policy for rural areas. Mainstream 21 (25) 21 Feb. 81, p.19-20.

ENERGY RESOURCES

CIGLER, BEVERLY A. Directions in local energy policy and management. Urban Interest, 2 (2) Fall 80, p.32-42.

JAIDEEP SINGH. Energy agriculture: a revolutionary technology. Financial Express, 28 Jan. 81, p.4.

NAG CHAUDHURI, B. D. and S. BHATT. Energy, environment and world order. *India Quarterly*, 36 (3-4) July-Dec. 80, p.336-47.

PANT, K. C. The energy crisis : a global view. *India International Centre Quarterly*, 7 (4) Dec. 80, p.219-21.

PARIKH, KIRIT S. and T. N. SRINIVASAN. Food and energy choices for India : a programming model with partial endogenous energy requirements. *Behavioral Science*, 25 (5) Sept. 80, p.367-86.

SINGH, K. R. Case for world energy organisation. *Mainstream*, 29 (18) 3 Jan. 81, p.5-6, 34.

SUBRAHMANIAN, K. K. and D. R. VEENA. Energy. *Anvesak*, 9 (1-2) June-Dec. 79, p.107-66.

UMMAT, R. C. Energy sector looking up. *Eastern Economist*, 76 (4) Annual Number, 23 Jan. 81, p. 225-37.

ENVIRONMENTAL POLICY

PAINTER, MARTIN J. Policy co-ordination in the Department of the Environment, 1970-76. *Public Administration*, (58) Summer 80, p. 135-54.

EXCISE TAXES

KANWAR, P. R. Excise and customs: scope for appellate tribunal. *Economic Times*, 24 Jan. 81, p.5.

EXECUTIVES

DAVIS, TIM R.V. and FRED LUTHANS. Managers in action: a new look at their behaviour and operating models. *Organisational Dynamics*, 9(1) Summer 80, p.64-80.

DAYAL, ISHWAR. Chief executives : method and basis of selection. *Economic Times*, 23 Mar. 81, p. 5.

EXPENDITURES, GOVERNMENT

AGARWAL, SATISH. Parliamentary Scrutiny of public expenditure. *Journal of Parliamentary Information*, 26(3) Sept. 80, p.300-16.

BIFFEN, JOHN. Management and control of public expenditure : an address. *Journal of the Operational Research Society*, 31(12) Dec. 80, p.1059-61.

KLINGMAN, DAVID and B. GUY PETERS. Economic development and the growth of public expenditures in Scandinavia, 1875-1965. *Political Studies*, 28(1) Mar. 80, p. 20-42.

FARM INCOME

BANERJEE, BIDYUT R. and SHANTI K. CHAKRABARTI. Estimation of quarterly agricultural income in India. *Indian Economic Journal*, 27(4) Apr.-June 80, p.53-69.

FARM LABOUR

MADAN, G.S. Agricultural labour : a study in retrospect. *Kurukshetra*, 29(11) 1 Mar. 81, p.7-14.

MENCHER, JOAN P. The lessons and non-lessons of Kerala : agricultural labourers and poverty. *Economic and Political Weekly*, 15(41-3) Nov. 80, p.1781-1802.

FARM MACHINERY

AGARWAL, BINA. Effect of agricultural mechanisation on crop output: a study of the operation-wise effects for HYV wheat in the Punjab. *Indian Economic Review*, 15(1) Jan.-Mar. 80, p.29-51.

KHANNA, K.C. Mechanisation of farming: effort needed all along the line. *Times of India*, 17 Mar. 81, p.6.

PATEL, A.R. Farm mechanisation in India : a study. *Kurukshetra*, 29(11) 1 Mar. 81, p. 15-19.

FARM PRODUCE PRICES

BOKARE, M.G. Prices of farm products. *Mainstream*, 19(29) 21 Mar. 81, p.22-4.

BOSE, PRADIP. Farmer agitations. Seminar, (257) Jan. 81, p.58-62.

DANTWALA, M.L. Agricultural price policy : facts and issues involved. *Economic Times*, 7 Feb. 81, p.5.

GULATI, ASHOK and RAKESH SHARMA. Farmers' agitation and economics of agricultural price policy. *Economic Almanac*, 1(2) Mar. 81, p.41-7.

GUPTA, G.S. Price policy and the small farmer. *Commerce*, 142(3639) 14 Mar. 81, p.583-8.

KAHLON, A.S. Agricultural prices : some basic concepts. *Economic Times*, 4 Mar. 81, p.5.

KRIPA SHANKAR. Question of agricultural prices. *Mainstream*, 19(29) 21 Mar. 81, p.25-6.

PARANJAPE, H.K. Prices of agricultural products. *Mainstream*, 19(23) 7 Feb. 81, p. 19-25.

FEDERAL AID

STEIN, ROBERT M. Federally supported substate regional governments : the maintenance of government structure. *Urban Interest*, 2(1) Spring 80, p.74-81.

FEDERAL-MUNICIPAL RELATIONS

ALMY, TIMOTHY A. The development and evolution of city-country management in Ireland : an illustration of central-local administrative relationships. *International Journal of Public*

Administration, 2(4) 80, p.477-500.

PADILLA, PERFECTO. L. Central local government partnership in development. *Local Government Bulletin*, 13(1-2) Jan.-Dec. 78, p.38-41.

PAGE, EDWARD. The measurement of central control. *Political Studies*, 28 (1) Mar. 80, p.117-20.

RHODES, R.A.W. Some myths in central-local relations. *Town Planning Review*, 51 (3) July 80, p.270-85.

WOODHAM, J.B. Local government : central control and local stewardship. *Local Government Studies*, 6(5) Sept.-Oct. 80, p.3-16.

FEDERAL-STATE RELATIONS

MCAULEY, MARY. Party recruitment and the nationalities in the U.S.S.R. : a study in centre-republican relationship. *British Journal of Political Science*, 10(4) Oct. 80, p.461-87.

RAMJI LAL. The problems of State autonomy and its emerging trends : a case for State autonomy and democratic decentralisation. *Indian Political Science Review*, 15 (1) Jan. 81, p.78-91.

FERTILISERS

POTHEN, PAUL. Fertilisers : capacity vs production. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.249-53.

FINANCE, PUBLIC

HONAVAR, R. M. The resource problem in India. *Commerce*, 142 (3636) 21 Feb. 81, p.384-8.

FINANCE, PUBLIC-POLICY

KALDOR, NICHOLAS. Monetarism and UK monetary policy. Cambridge

Journal of Economics, 4(4) Dec. 80, p.293-318.

RANGACHARI, K. Fiscal policy for economic growth. Indian and Foreign Review, 18(11) 15 Mar. 81, p.12-13.

FOREIGN COMMERCE

JAIN, O.P. Export development and small-scale industries. Man and Development, 2(4) Dec. 80, p.67-81.

MATHUR, A.B.L. Export strategy for the eighties. Eastern Economist, 76(11) 13 Mar. 81, p.661-5.

VEPA, RAM K. Doubling exports from the small sector. Man and Development, 2(4) Dec. 80, p.61-6.

FOREIGN EXCHANGE

DANDEKAR, V.M. Unequal exchange continued. Economic and Political Weekly, 16(6) 7 Feb. 81, p.205-12.

GIBSON, BILL. Unequal exchange : theoretical issues and empirical findings. Review of Radical Political Economics, 12(3) Fall 80, p.15-35.

FOREIGN INVESTMENTS

MEHTA, PRADEEP KUMAR and ATUL SARMA. Role of foreign capital in ASIAN countries. Economic and Political Weekly, 15(51) 20 Dec. 80, p.2152-6.

FUTUROLOGY

SETH, S.C. Relevance of futures research (futurology) to national development. Cooperative Perspective, 14(1) Apr.-June 79, p.19.

GENERALISTS

GILLENDER, K. and R. MAIR. Generalist administrators and professional engineers : some developments since

the Fulton report. Public Administration, (58) Autumn 80, p.333-56.

The purpose of this article is to trace the influence of organisational considerations, problems and issues within departments on the working relationships between and roles ascribed to generalists and professionals. The areas of administration for the study are the Department of Transport's Highways Division and its work on Vehicle Engineering and Inspection; the Department of Environment's Water and Sewerage Division; and the Scottish Development Department's parallel divisions concerned with highways, water and sewerage in Scotland. Nearly all the specialist civil servants involved are professional engineers. In the context of the recommendations of the Fulton Committee as regards the relationship between generalists and specialists, the experience of engineers indicate that progress towards a new relationship and revision of roles has been uneven for a number of reasons. The conclusion of this study is that real organisational change is "organic" rather than prescriptive and cannot be imposed merely by inventing new organisational forms or job titles.

JHA, L.K. The administrator as a specialist. Management in Government, 12(2) July-Sept. 80, p. 99-109.

In modern life there are very few tasks which can be performed adequately without some measure of specialisation, through education, training, or experience. A few examples are given to show that administration does call for specialisation, but of a different kind and the degree and extent of specialisation in ICS is examined. The need for specialisation in IAS is much greater than it was for the ICS. The members of IAS should specialise in particular fields of administration such as general administration, economic administration

and social administration. On the basis of their aptitude and performance the administrators should be trained for higher assignments. Administrators are not necessarily better than specialists in other fields. Some ways are suggested to meet the requirements of these other specialists.

GOLD

JAGANNATHAN, N.S. A tendentious report. *Statesman*, 20 Mar. 81, p.6.

GOVERNMENT

PELTZMAN, SAM. (Univ. of Chicago). The growth of government. *Journal of Law and Economics*, 23(2) Oct. 80, p.209-87.

Over the last century, government's role in the allocation of resources has increased considerably. The government's role in economic life is equated with the size of its budget. The operating assumption is that large and growing budgets imply a large and growing substitution of collective for private decision in allocating resources. The sources of this substitution are explored. It is argued that the size of government responds to the articulated interests of those who stand to gain or lose from politicisation of the allocation of resources.

SARKAR, J. SARMA. Governments are for governing. *Amrita Bazar Patrika*, 10 Mar. 81, p.6

GOVERNMENT AND BUSINESS

ARORA, DOLLY. Big business, influence-generation, and decision-making in India. *Economic and Political Weekly*, 16(9) 28 Feb. 81, p.M2-14.

BALACHANDRAN, G. Industrial policy. *Patriot*, 29 Jan. 81, p.2; 3 Feb. 81, p.2

BALAKRISHNAN, C. Industrial

policy : an overview. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.191-5.

CHAR, S. V. Industrial policy and perplexed entrepreneurs. *Commerce*, 142 (3638) 7 Mar. 81, p.519-20.

GOVERNMENT CORPORATIONS

AKINSANYA, A. (Univ. of Lagos). A framework for evaluating the performance of a public corporation : the case of the former Western Nigeria Development Corporation. *Indian Journal of public Administration*, 26(4) Oct.-Dec. 80, p.1059-75.

Akinsanya in his article 'A Framework for Evaluating the Performance of a Public Corporation' raises and answers the question whether profit and profitability can be an adequate measure for evaluating the performance of public undertakings. He illustrates the problem by analysing the case of the former Western Nigeria Development Corporation (WNDC). In the background is the concern among governments, particularly in the third world countries, about the performance of many public undertakings and rarely does a tribunal or study group appointed to investigate come out with any clear recommendation for improving the performance of such public bodies. It is not Akinsanya's contention that profit and profitability alone need be the measure of efficiency but the profitability standard does serve as a guide both for investment and disinvestment in a public corporation. Also, it ensures a constant effort at reducing cost and provides the proper incentive to management to become enterprising, and makes for continuing efficiency. If a government or any other authority setting up a corporation has in mind any other criterion than profit and profitability

to measure its success, Akinsanya feels that this should then be clearly stated. But it is his contention that this is seldom the case. Public enterprises are expected, although not always stated, to satisfy broader social ends, which remain vague, and leave the corporation in an environment of uncertainty. In other words, Akinsanya holds that profit-making and provision of social service are not necessarily contradictory. But what is essential is that the public enterprise concerned should be made to understand that it should run strictly on business lines.

—*Reproduced from editorial.*

GOVERNMENT ENTERPRISE

AGARWALA, P.N. Pulling the public sector out of the red : the importance of autonomy. *Business Standard*, 13 Mar. 81, p.5.

BHADURI, A.K. Public enterprises in West Bengal. *Yojana*, 25(4) 1 Mar. 81, p.25-7.

DE, NITISH R. Government men on public sector boards : aid or hindrance ? *Business Standard*, 24 Jan. 81, p.5.

In October 1980 the Public Enterprises Centre for Continuing Education organised a Seminar on the role of government directors on public enterprise boards. A distinction was drawn between other members of the board and those who represent ministries and government departments. Some alternatives to integrate government representatives into public enterprise boards were also considered. This article deals with the Seminar proceedings. On the whole the inevitability and the desirability of government representatives on the boards was accepted as a workable form of manning the boards of public enterprises.

DE, NITISH R. The public sector. *Business Standard*, 12 Feb. 81, p.5;

13 Feb. 81, p.5.

There is conflict in the prevailing ethos among the key actors with whom public enterprises are directly concerned. Commitment to the development process is not shared attitudinally and hence behaviourally at the level of political decision-makers, civil servants or enterprise managers. The political system has fostered a short time perspective and the civil servants operate within the short-term horizon of their political superiors. The public enterprise ethos has three basic components: (1) patronage culture, (2) brokerage culture, and (3) negotiating culture. These three cultures contribute to the evolution of a coalition culture among the political decision-makers, the civil administrators, and public enterprise managers, the three leading parties in the public enterprise system. This coalition culture ensures that the *status quo* is maintained. Innovative structural change at decision making levels can develop a qualitatively alternative model of public sector ethos. Commitment to work demands not only physical presence but also psychological presence. Some steps for the development of functional work ethos are proposed.

DUTT, R.C. Has our public sector failed ? *Mainstream*, 19 (21-22) 7 Feb. 81, p.20. 68-70.

After Independence, for various reasons Jawaharlal Nehru opted for economic development through social ownership on a planned basis, keeping in view the socialist objectives of growth and distribution. Naturally in such a scheme for development, the public sector had the pride of place. But the public sector has not lived up to the expectations of its founders. The fault does not lie in the concept of the public sector but in the way it has been developed. Confined to the basic, infrastructural, capital-intensive and

long gestating low profitability sector and further restricted by administered prices, the public sector provides an image of poor return on capital and therefore of inefficiency. The public sector should be given a fairer chance than it has been possible hitherto.

KRISHNASWAMY, K.S. What ails the public sector? *Business Standard*, 6 Jan. 81, p.5; 7 Jan. 81, p.5; 8 Jan. 81, p.5.

Public sector plays a significant role in economic affairs of most of the developed and developing countries. The author has briefly surveyed the principal facts of public sector in India. In terms of return on capital employed, the performance of public sector industries is not up to satisfaction. But they are required to secure other objectives also which should be taken into account in any realistic assessment. The initial thrust for enlargement of the public sector came from both pragmatic and ideological considerations. Variety of factors affect the working of public sector enterprises and they boil down to two principal categories—financial and managerial. Construction periods had been much longer than originally projected. Selling prices are administered rather than market-oriented. The methods followed to control the enterprises should be conducive to their health and progressive development. As a result of limited freedom the effectiveness of chief executives has been greatly reduced. The marginal productivity of increased employment is near zero. Certain broader changes in the economy are necessary before the ills of the public sector can be remedied. Exercise of self-restraint by civil servants, legislators and ministers can prove useful.

MISHRA, R. K. (Institute of Public Enterprise, Hyderabad). Pricing in public enterprises. *Indian Journal of*

Public Administration, 26 (4) Oct.-Dec. 80, p.987-1008.

R.K. Mishra deals with the complex phenomenon that pricing of commodities and services by public enterprise units has come to be. He sets out the principles of price fixation and then deals with the technical work involved in price fixation, in terms of the objectives of the public enterprises concerned, and discusses the institutional arrangements for price fixation and the problems that arise consequently in the administration of the public enterprises. Mishra supplements his analysis by citing price fixation problems in some countries such as Sri Lanka, Indonesia, the Philippines, Malaysia, etc.—*Reproduced from editorial.*

PUBLIC sector in India. *Yojana*, 25 (1-2) 26 Jan. 81, Annual number, p.5-159 (Entire issue).

Contents: Public sector in India, by Narayan Datt Tiwari, Iron and Steel: performance and prospects, by Pranab Mukherjee; Public sector drug Industry, by Dalbir Singh; Nehru on public sector; Prime Minister on public sector; Role of the public and private sectors in developing the national economy, by K.N. Modi; Industrial relations in public sector, by G. Ramanujam; Development of backward areas; role of public sector industries, by Sivaraman; public sector and economic growth, by K. Rangachari; Public sector pricing policy, by Balraj Mehta; The public sector in tourism industry, by S.N. Chib; Nehru and the public sector, by S. Chakravarty; Steel in the public sector, by S.S. Khara; Steel looks up, by K.C. Khanna; Problems of coal and power, by Gopesh N. Mehra; Functioning of public sector banks: some impressions and suggestions, by S.L.N. Simha; Development banking at the cross roads, by R. K. Roy; Management

boards vis-a-vis Committee on Public Undertakings, by C.R. Ananda Rao ; Public sector is building up its own cadre, by C.S. Venkataratnam and K. Ramu Naidu ; Indian Railways : an assessment, by Satish Jha ; Facts about our petroleum and petrochemical industries, by S.L. Khosla ; Petroleum and chemical enterprises : an assessment, by Navin Chandra Joshi ; State Trading Corporation : pace setter in export effort, by S.C. Bhattacharjee ; Public sector must do better, by Baldev Sahai ; How mixed is the Indian economy, by M. R. Kulkarni ; Revamping public sector, by P.D. Shrimali, Performance of public sector transport undertakings, by Mahesh Chandra Chaturvedi ; The state farms, by Anna R. Malhotra ; Central heavy engineering units capacity utilisation, by M. Gangadhara Rao and B. Ramakrishna Rao.

PUBLIC sector special. Capital, 186 (4642) 26 Jan. 81, p.9-27. (Entire issue).

Contents : Tie its hands and taunt it, by Sankar Ray ; Prices and profits : popular fallacies, by A.C. Banerjee ; Heavy engineering units : a problem of capacity utilization by B. Ramakrishna Rao ; WB state sector units : a history of loss-making by, Amit Chakraborty ; ITDC goes international ; How things go wrong at Howrah goods yard, by Manas Bakshi ; Public sector : a profile.

VIJAYASARADHI, S.P. (Osmania Univ., Hyderabad). Problems of working capital management in public enterprises. Lok Udyog, 14 (10) Jan. 81, p.27-34.

The working capital management process and the problems that arise thereof at the enterprise level are influenced significantly by the macro objectives for the attainment of which the enterprises are started. In this

paper an attempt is made to highlight the problems of working capital management based on the study of aggregate financial data of public enterprises and as revealed by a few case studies of individual units. Along with the problems of working capital in totality, the problems relating to each component of the working capital are analysed. The components are inventories, receivables, loans and advances, cash management, cash credit, etc.

GOVERNMENT REGULATION OF BUSINESS

PAI PANANDIKER, D. H. Growth without controls. Hindustan Times, 24 Feb. 81, p.9.

GOVERNORS

DHAR, M. K. Governors' responsibilities. Hindustan Times, 14 Mar. 81, p.9.

MISHRA, DIGAMBAR (Univ. of Alabama). How they became governor: portraits of an Indian state elite. Indian Journal of Political Science 41 (2) June 80, p.198-213.

Governors are an elite corps by any measure. In their appointments informal partisan considerations play an important part. The elite corps selected for this study are the governors of Orissa over the years 1936 to 1979. The data regarding their socio-political background is presented in a tabular form. The analysis of the data indicates that active party life, a typical political career, and a close personal relationship with the prime minister have been the criteria for selection to this high office for the majority of the governors.

SINGH, BHAWANI and SAROJ HIRAWAT. Governors' discretion and the politics of nominations in Indian

states. *Journal of State Politics and Administration*, 3(2) July-Dec. 80, p.10-16.

HANDICAPPED

SETHI, HARSH. Appropriate strategies for medical rehabilitation: a case study. *Economic and Political Weekly*, 15(52) 27 Dec. 80, p.2181-4.

SHARMA, V.K. Rehabilitation of physically handicapped: a social task. *Labour Bulletin*, 40 (3) Mar. 80, p.1-4.

HARYANA AGRICULTURAL UNIVERSITY

DOGRA, BHARAT. Another Pantnagar in the making: HAU. *Patriot*, 26 Mar. 81, p.2.

HEALTH SERVICES

GHOSH, SHANTI. Health manpower development. *Health and Population—Perspectives and Issues*, 2(3) July-Sept. 79, p.243-50.

HATCHER, MYRON E. EDWARD HELMICK and KEITH C. LONGIE: Effects of governmental health policies in determining the size of a hospital at Chinle in the Navajo Indian reservation. *Socio-Economic Planning Sciences*. 14(5) 80, p.233-6.

JAIN, T. P. Health care services for rural population. *Prashasnikā*, 8(4) Oct.-Dec. 79, p.19-40.

MAYNARD, ALAN and ANNE LUDBROOK. What's wrong with the National Health Service? *Lloyds Bank Review*, (138) Oct. 80, p.27-41.

HOURS OF LABOUR

RONEN, SIMCHA and SOPHIA B. PRIMPS. The impact of flexitime on performance and attitudes in 25 public agencies. *Public Personnel*

Management, 9(3) 80, p.201-7.

HOUSING

ALTMANN, J. and D. BALDEAUX. Cooperative housing in Lesotho. *Planning and Administration*, 7(2) Autumn 80, p.28-32.

BHATTACHARJEE, K.P. A roof over every head: need for national housing policy. *Statesman*, 25 Feb. 81 p.6.

DONNISON, DAVID. A policy for housing. *New Society*, 54(938) 6 Nov. 80. p.283-4.

HANJOUL, P. and H.G. ZOLLER. Planning housing in large developments. *Annals of Public and Co-operative Economy*, 51(3) July-Sept. 80, p.271-93.

INCOME TAX

AIYAR, SWAMINATHAN S. Abolish income tax. *Hindustan Times*, 3 Feb. 81, p.9.

GUPTA, ANAND P. Management of the income-tax function: is India a tax haven? *Economic and Political Weekly*, 16(9) 28 Feb. 81, p.M-15-21.

INDIA—ECONOMIC POLICY

CHELLIAH, R.J. Poverty and unemployment. *Times of India*, 2 Mar. 81, p.6; 3 Mar. 81, p.6; 4 Mar. 81, p.6.

INDIA—FOREIGN RELATIONS

HAKSAR, P.N. The foreign policy perspectives for the eighties: the American scene. *Man and Development*, 2(4) Dec. 80, p.9-18.

INDIA—SOCIAL POLICY

RAO, V.K.R.V. Social planning. *Economic Times*, 6 Feb. 81, p.5; 7 Feb.

81, p.5.

INDIANS IN FOREIGN COUNTRIES

DUTT, SRIKANT. India and the overseas Indians. *India Quarterly*, 36(3-4) July-Dec. 80, p.307-35.

INDUSTRIAL RESEARCH

SPECIAL Number—Research and development. *Lok Udyog*, 14(9) Dec. 80, p.3-48 (Entire issue).

Contents : Research and development activities at HOC, by P. N. Devrajan; R & D in the fertilizer industry, by K. S. Sarma; Towards self-reliance in pesticides industry, by A.K. Bhatnagar; Research and development in ITI in the telecommunication field, by R. P. Subramanian; Research and development in HMT, by A.K. Gangopadhyay; Research and development at FACT, by C. S. B. Nair; Research and development centre for iron and steel, by G. Mukherjee.

INDUSTRY, RURAL

PAPOLA, T.S. and V.N. MISRA. Some aspects of rural industrialisation. *Economic and Political Weekly*, 15 (41-3) Oct. 80, p.1733-46.

INDUSTRY, SMALL SCALE

BANERJEE, SOBHEN. How to kill small enterprise. *Mainstream*, 19 (18) 3 Jan. 81, p.27-9.

CHAKRAVARTY, NITISH. A national commission for small industry. *Hindu*, 17 Mar. 81, p.8.

JAIN, L.C. Development of decentralised industries : a review and some suggestions. *Economic and Political Weekly*, 15 (41-3) Oct. 80, p. 1747-54.

TYABJI, NASIR. Capitalism in India

and the small industries policy. *Economic and Political Weekly*, 15 (41-3) Oct. 80, p.1721-32.

ZAHIR, M.A. and S.S. MANHAS. Management practices and performances of small scale industries : relationship among demographic features. *Management in Government*, 12 (2) July-Sept. 80, p.156-66.

INFLATION

KRISHNA MURTY, V. A new theory of inflation. *Margin*, 13 (2) Jan. 81, p.58-62.

NOWOTNY, EWALD. Inflation and taxation: reviewing the macro economic issues. *Journal of Economic Literature*, 18 (3) Sept. 80, p.1025-49

RAJ KRISHNA. Inflation can be curbed. *Times of India*, 2 Feb. 81, p.8; 3 Feb. 81, p.8.

INFORMATION SYSTEMS, MANAGEMENT

SHARMA, D. D. MIS in public sector undertakings : need for further research. *Productivity*, 21 (3) Oct.-Dec. 80, p. 357-73.

The complexity and diversity of operations in public enterprises necessitate an elaborate and accurate flow of information. The literature about management information systems is analysed under three heads: (1) Studies on the public sector indirectly related with management information systems; (2) General studies on management information systems irrespective of their relation with the public sector; and (3) Studies on management information systems carried out in the context of public sector. The major thrust of research appears to be conceptual rather than empirical. In most of the studies on the public sector very little is available to be directly

useful for streamlining decisions and thereby improve the efficiency of these systems.

INSTITUTION BUILDING

MORGAN, THOMAS E. Institution building in Thailand. *Journal of Administration Overseas*, 19(2) Apr. 80, p.100-10, 19(3) July 80, p.194-200.

INSURANCE, SOCIAL

DEY, SISIR KUMAR. Fading British dream. *Statesman* 13 Feb. 81, p.8; 14 Feb. 81, p.8.

INSURANCE, UNEMPLOYMENT

HAMERMESH, DANIEL S. Unemployment insurance and labor supply. *International Economic Review*, 21(3) Oct. 80, p.517-27.

INTERNATIONAL AGENCIES

BAKER, R.J.S. Some administrative aspects of international organizations. *Hong Kong Journal of Public Administration*, 2(2) Dec. 80, p. 51-62.

INTERNATIONAL BUSINESS ENTERPRISES

NEGANDHI, ANANT R. Multinational Corporations and host government's relationships: comparative study of conflict and conflicting issues. *Human Relations*, 33(8) Aug. 80, p.517-41.

RANGNEKAR, D.D. and AMIT BHADURI. Open door for multinationals, Tandon report : note of dissent. *Mainstream*, 19 (26) 28 Feb. 81, p.14-23.

SETHI NARENDRA K. Multinational corporation and planning process. *Integrated Management*, 15 (6-8) June-8, 03.-p4A00.8u

INTERNATIONAL CIVIL AVIATION ORGANISATION

MAHAPATRA, MANINDRA. (Kentucky State Univ.). Non-governmental interest groups in international administration : a case study of International Civil Aviation Organisation. *Indian Journal of Political Science*, 41 (1) Mar. 81, p.55-68.

The International Civil Aviation Organisation came into existence in 1974. Though it is an organisation of sovereign states, a variety of non-governmental organisations are associated with ICAO Assembly and its other meetings as observers. This paper seeks to analyse the nature of non-governmental group activities in the Organisation, and its main hypothesis is that non-governmental interest groups do play a role in this organisation. An attempt is made to explore the nature of their role and the extent of their influence in the decision-making process of the ICAO system.

INTERVIEWING

PURSELL, ELLIOTT D., MICHAEL A. CAMPION, and SARAH R. GAY-LORD. Structured interviewing: avoiding selection problems. *Personnel Journal*, 59 (11) Nov. 80, p.907-12.

WOLZ, WILLIAM T. How to interview supervisory candidates from the ranks. *Personnel*, 57 (5) Sept.-Oct. 80, p.31-9.

INVENTORIES

RAMAMOCHAN RAO, T.V.S. and ARUN K. DUA. Inventories and financing in public sector enterprises. *Integrated Management*, 15 (9) Sept. 80, p.13-17, 20.

The purpose of this paper is to state the development of norms from a theoretical perspective and utilize them to evaluate the optimality of inventory

holding and use of bank credit in the context of public sector enterprises. The concept of operating cycle is adopted as the most convenient starting point. The empirical analysis is confined to sixteen randomly selected enterprises mostly from the engineering and chemical industry. While the raw material inventories have been always excessive, the ones for finished goods offer a mixed picture. As regards bank credit for financing the current assets, it appears that credit control along lines similar to those applied to the private corporate sector are warranted.

INVESTIGATING COMMISSIONS

SARKAR, J. SARMA. Commissions of inquiry: removing abuses to improve uses. *Statesman*, 2 Feb. 81, p.6.

IRRIGATION

GHATE, P.B. Irrigation for very small farmers: appropriate technology or appropriate organisation? *Economic and Political Weekly*, 15 (52) 27 Dec. 80, p.A-161-72.

JAYARAMAN, T.K. (Mahi-Kadana Project, Ahmedabad). People's participation in the implementation of watershed management projects: an empirical study from Gujarat. *Indian Journal of Public Administration*, 26(4) Oct.-Dec. 80, p.1009-16.

'People's participation in the Implementation of Watershed Management Projects' is discussed by T.K. Jayaraman who illustrates the issues involved and his suggestions by taking the example of the Gujarat State. There can be no dispute to the view that people's participation is an essential element of any development project, especially where the project aims to introduce technical changes in the rural sector. According to Jayaraman, the watershed management project in Gujarat has succeeded in certain ways in providing

for public participation but there are many other aspects which need consideration. He is of the view that one way of ensuring greater people's participation is to entrust the concerned development programme to a local self-government institution.—*Reproduced from editorial.*

VERGHESE, B.G. Towards an irrigation culture. *Indian Express*, 15 Jan. 81, p.6; 16 Jan. 81, p.6.

WADE, ROBERT. On substituting management for water in canal irrigation: a south Indian case. *Economic and Political Weekly*, 15 (52) 27 Dec. 80, p.A-147-60.

JOB ANALYSIS

GHORPADE, JAI and THOMAS J. ATCHISON. The concept of job analysis: a review and some suggestions. *Public Personnel Management Journal*, 9 (3) 80, p.134-44.

JOB SATISFACTION

REA, LOUIS M., JAMES A. CLAPP and ANTHONY W. CORSO. Job satisfaction among urban planners: a discriminant analysis. *Midwest Review of Public Administration*, 14 (1) Mar. 80, p.15-28.

JUDGES

NARIMAN, F.S. Guarding the guardians: removal and transfer of judges. *Indian Express*, 10 Mar. 81, p.6

NOORANI, A.G. Appointment of Additional judges. *Indian Express*, 23 Mar. 81, p.6.

SAKSENA, N.S. High court judges: appointments and transfers. *Hindustan Times*, 24 Jan. 81, p.9.

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JUDICIARY, POWERS OF

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LIFE INSURANCE CORPORATION OF INDIA

GOPALAKRISHNAN, C.V. The wages

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LOCAL GOVERNMENT

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OAMAR, FELIPE V. Approaches to metropolitan governance: some policy considerations for reorganization in metropolitan Manila. Local Government Bulletin, 9(2) July-Dec. 74, p.2-9.

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excellent performance. *Personnel*, 57(5) Sept.-Oct. 80, p.55-66.

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MOTOR TRANSPORTATION

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MUNICIPAL BUDGET

SKELCHER, CHRIS. From programme budgeting to policy analysis: corporate approaches in local government. *Public Administration*, 58 Summer 80, p.155-72.

SRIVASTAVA, SANJAYA. Financial management in urban administration: a case study of municipal budgets. *Civic Affairs*, 28(2) Sept. 80, p.17-20; 28(4) Nov 80, p.55-64.

MUNICIPAL FINANCE

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MUNICIPAL GOVERNMENT

DANG, SATYAPAL. Punjab experience: attack on powers of local bodies. *Mainstream*, 19(26) 28 Feb. 81, p.10-27.

As regards municipal committees, in Punjab the posts of executive officers, municipal engineers, medical officers, superintendents, deputy superintendents, assistants, head clerks, octroi inspectors, sanitary inspectors, etc., have been provincialised. In fact, except for the posts of clerks and class IV employees, virtually all posts have been provincialised. Neither the presidents nor the municipal committee have any control over them. It is suggested that the progressive forces must seek to reverse this process of centralisation.

GUPTA, SHYMAL KUMAR. Bangalore Municipal Corporation: as I saw it in 1978. *Calcutta Municipal Gazette*, 98(14) 15 Nov. 80, p.1857-65.

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MUNICIPAL SERVICES

BOUINOT, JEAN. Matching supply and demand in local public services. *Local Government Studies*, 6(3) May-June 80, p.59-72; 6(5) Sept.-Oct. 80, p.59-69.

HILL, JOHN. An approach to effectiveness and efficiency. *Local Government Studies*, 6(5) Sept.-Oct 80, p.37-45.

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NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING

DOGRA, BHARAT. NCERT's 20th birthday: nothing to crow about. *Business Standard*, 22 Mar. 81, p.5.

NATIONALISM

NAYANAR, E.K. Steps for national integration. *Mainstream*, 19(21-22) 7 Feb. 81, p.35-6.

NUTRITION

PANIKAR, P.G.K. Inter-regional variation in calorie intake. *Economic and Political Weekly*, 15(41-3) Oct. 80, p.1803-14.

OFFICIAL SECRETS

GOPALAKRISHNAN, C.V. Are official secrets inviolable? *Hindu*, 14 Jan. 81, p.8.

OLD AGE ASSISTANCE

KOHLI, KAILASH C. A national policy for the aged. *Hindustan Times*, 1 Jan. 81, p.9.

OMBUDSMAN

ROWAT, DONALD C. The new Ombudsman plans in Western Europe. *International Review of Administrative Sciences*, 46(2) 80, p. 135-45.

The ombudsman plan with its origin in Sweden and Finland, now

exists at the national, state or local level in about twenty-five countries, and is being seriously considered for adoption in several others. In the 1960s and early 1970s it was adopted mainly in countries or former colonies of the British Commonwealth. After the adoption of the ombudsman plan by France in 1972, the other West European countries took a serious interest in the plan. The author has recently made research tours of these countries and this article is a description and assessment of the ombudsman plans in Italy, Switzerland, Portugal and Austria. Key requirements for the successful functioning of ombudsman are pointed out.

ORGANISATION

CHATURVEDI, ANIL. (Administrative Staff College of India, Hyderabad). Organisational effectiveness: some issues. *Indian Journal of Public Administration*, 26 (4) Oct.-Dec. 80, p.1017-40.

Organisational theory has undergone several changes over the years at the hands of scholars and each change has led to almost a complete rejection of the previously held view-point. Nowhere is this seen more tellingly than in the concept of 'effectiveness' of organisations. Anil Chaturvedi takes up for discussion the transformation of this concept and also examines the several criteria of effectiveness developed over the years. Approaches to effectiveness do differ according to the nature of the organisation itself and an organisation, in turn, differs according to its relationship with its environment. Effectiveness between organisations differs to the extent to which it evaluates organisations from an organisational or societal perspective. The major problem, however, remains as to how to measure effectiveness in any acceptable manner. A multitude of criteria have been suggested and they now cross

a list of 30, ranging from economic measures such as profit and profitability to such slightly amorphous though relevant concepts like motivation, morale, adaptation, etc. Measurement of effectiveness flounders again over the point whether all criteria of effectiveness are quantifiable or not. This becomes a problem in the actual functioning of an organisation, whatever be the intellectual semantics. For all practical purposes, as Chaturvedi points out, 'efficiency' has come to be accepted as the popular criterion of effectiveness: in fact, the one is used as the synonym of the other.—*Reproduced from editorial.*

DAYAL, ISHWAR. Making large organisations effective. *Indian Management*, 20 (1) Jan. 81, p.3-7.

HALACHMI, ARIE. Organisational responses to emergencies: towards a contingency theory, *Hong Kong Journal of Public Administration*, 2(2) Dec. 80, p.38-50.

JAIN, D. K. Restructuring the organisation. *Productivity*, 21 (3) Oct.-Dec. 80, p. 297-309.

NANDY, RAJ. (I.I.P.A.) Understanding organisations through perceptions of organisational goals. *Indian Journal of Public Administration*, 26 (4) Oct.-Dec. 80, p. 1076-88.

Raj Nandy in his article 'Understanding Organisation Through Perceptions of Organisational Goals' deals with the concept of organisational goals and distinguishes between societal goals, output goals, system goals, product goals, delivered goals, etc. He then attempts to analyse an organisation through the goals it pursues for, as he quotes, 'the goals provide the best single clue to the character of an organisation'. The writer puts this to test by a brief research exercise by taking the opinion of the personnel selected

by him of a traffic police department in a metropolitan city about their own perception of the goals of their organisation. The answers are varied and quite often the respondents' perceptions show that what they consider to be goals are not the goals at all. They are, on the other hand, individual activities or tasks or programmes undertaken by the employees of the organisation as steps towards goal attainment. In the absence of clearly defined goals, the resultant confusion in the minds of those working in an organisation is self-defeating and leads to lack of commitment on the part of the employees to the organisation and its objectives.—*Reproduced from editorial.*

WHETTEN, DAVID A. and HOWARD ALDRICH. Organization set size and diversity : People-processing organizations and their environments. *Administration and Society*, 11 (3) Nov. 79, p.251-81.

OVERTIME

BAIRD, LLOYD S. and Philip J. BECIA. The potential misuse of overtime. *Personnel Psychology*, 33 (3) Autumn 80, p.557-65.

PAKISTAN—ECONOMIC CONDITIONS

BHATIA B. M. State of Pak economy mounting trade deficits. *Times of India*, 28 Jan. 81, p.8

PEASANT UPRISINGS

JOSHI, S. M. Peasant movement : challenge and opportunity. *Mainstream*, 19 (21-22) 7 Feb. 81, p.16-17, 72.

ROY, BUNKER. Farmers' agitation: myth and reality. *Indian Express*, 30 Mar. 81, p.6.

SETHI, J. D. Rise of peasant power. *Janata*, 36 (1) 8 Feb. 81, Annual

Number, p.7-15.

SHAKIR MOIN and VANDANA SONALKAR. Maharashtra: farmers' agitation and left. *Mainstream*, 19(26) 28 Feb. 81, p.11-13, 27.

PENSIONS

LOCICERO, JOSEPH A. Multiemployer pension plans: a time bomb for employers? *Personnel Journal*, 59 (11) Nov. 80, p.922-4. 932

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PERSONNEL

SHARMA, BALDEV R. Management: challenges and opportunities. *Personnel Today*, 1 (1) Apr.-June 80, p.23-6.

PERSONNEL—RECRUITING

RYNES, SARA L., HERBERT G. HENEMAN, III and DONALD P. SCHWAB. Individual reactions to organizational recruiting : a review. *Personnel Psychology*, 33 (3) Autumn 80, p.529-42.

PERSONNEL—SELECTION

MILLER, EDWARD M. Personnel selection in the presence of uncertainty. *Personnel*, 57 (5) Sept.-Oct. 80, p.67-76.

SAIYADAIN, MIRZA S. Validity of selection tests : a study. *Vikalpa*, 5 (4) Oct. 80, p.267-73.

PERSONNEL—SERVICE RATING

MC GUIRE, PETER J. Why perfor-

mance appraisals fail. *Personnel Journal*, 59 (9) Sept. 80, p.744-6, 762.

RAGAN, RICHARD R. Performance appraisal: setting the pace for your employees. *Administrative Management*, July-Sept, 80, p. 1-5.

RALPH, PIERSON M. Performance evaluation: One more try. *Public Personnel Management*, 9 (3) 80, p.145-53.

RANGNEKAR, SHARU S. Problems in performance appraisal, *Integrated Management*, 15 (9) Sept. 80, p. 18-20.

THATHACHARY, V. G. K. Managerial appraisal: an Indian experience. *Indian Management*, 20 (1) Jan. 81, p.17-25.

PERSONNEL, MUNICIPAL

ALLINSON, GARY D. (Univ. of Pittsburgh). Public servants and public interests in contemporary Japan. *Asian Survey*, 20 (10) Oct. 80, p.1048-68.

Here is a discussion of a few problems relating to the organised workers in Japan's municipal governments. Most of these workers belong to units organised in a national federation called *Jichiro*, a heterogeneous organisation structured in three tiers. Concentrating on relations among *Jichiro* units, local authorities, and the general public, the essay is divided into three parts, each offering a different perspective on these relations. Part one is a vignette that describes a brief episode in a prolonged conflict between a *Jichiro* union in a Tokyo suburb and local authorities. Part two is an analysis that tries to place the case study in a larger frame of reference in order both to highlight the peculiarities of the case and to illuminate the broader patterns of conflict. Part three sets forth a brief interpretation of past and present relations among local authorities, public unions, and the citizenry

in Japan. It appears that *Jichiro* will not tolerate any reduction in the wage levels it has achieved for its members and has made it difficult for local authorities to reduce wages or to implement changes to promote rationalization and increased productivity in public employment.

PERSONNEL, PUBLIC

EDDY, WILLIAM B. Credibility of the public manager: a personal/professional issue. *Bureaucrat*, 9(3) Fall 80, p.11-14.

NALBANDIAN, JOHN. The professional public manager: politician or not? *Bureaucrat*, 9(3) Fall 80, p.38 41.

PERSONNEL, PUBLIC-EMPLOYEE RELATIONS

KLINGNER, DONALD E. Federal labor relations after the Civil Service Reform Act. *Public Personnel Management*, 9(3) 80, p.172-83.

MARTIN, JAMES E. Federal union-management relations: a longitudinal study. *Public Administration Review*, 40(5) Sept.-Oct. 80, p.434-42.

NIGRO, LLOYD G. and JOHN J. DEMARCO. Collective bargaining and the attitudes of local government personnel managers. *Public Personnel Management*, 9(3) 80, p.160-71.

PERSONNEL, PUBLIC-- EXAMINATIONS

MAHESHWARI, S.R. (I.I.P.A., New Delhi). Civil service recruitment. *Hindu*, 10 Mar. 81, p.8.

A new scheme of competitive examination for selection to the higher civil services has come into operation in 1979. It consists of a preliminary examination, the Civil Services main examination and the personality test. In this

paper, the author has pointed out certain features and facts of the new scheme which may cause anxiety.

PERSONNEL, PUBLIC PAY PLANS

SOLOMON, ROBERT J. Determining the fairness of salary in public employment. *Public Personnel Management*, 9(3) 80, p.154-9.

PERSONNEL, PUBLIC—POLITICAL ACTIVITIES

KATYAL, K.K. Civil servants and political neutrality. *Hindu*, 2 Mar. 81, p.8.

The Central Services (conduct) Rules framed during the British rule have been reviewed twice after independence in 1955 and 1964. The two issues explained in this article are political rights for government employees and constitutional provision for dismissal.

PERSONNEL, PUBLIC—SELECTION

QUAINTANCE, MARILYN KOCH. The impact of the uniform selection guidelines on public merit systems. *Public Personnel Management*, 9(3) 80, p. 125-33.

SPROULE, CHARLES F. A strategy for resource allocation in public personnel selection. *Public Personnel Management*, 9(3) 80, p. 116-24.

PERSONNEL, PUBLIC—SERVICE RATING

ALLAN, PETER and STEPHEN ROSENBERG. Getting a managerial performance appraisal system under way: New York city's experience. *Public Administration Review*, 40(4) July-Aug. 80, p.372-9.

LACHO, KENNETH J., G. KENT STEARNS and MAURICE F. VILLERE. A study of employee performance appraisal systems in state

governments. *Midwest Review of Public Administration*, 13(4) Dec. 79, p.247-61.

Here are the findings of a survey which was conducted to determine the current employee performance appraisal practices of state-wide systems. The data were gathered via a mail questionnaire which was sent to each of the personnel directors of the fifty states in the United States. Specific areas of investigation included: (1) the existence of a formal employee performance appraisal system; (2) administrative aspects of the system; and (3) detailed features of the employee performance appraisal forms. It appears that the appraisal systems and forms are not job-related thus lessening the reliability of the ratings. The forms should be job specific and the job factors should be better defined.

PERSONNEL, PUBLIC—UNIONS

LEVI, MARGARET. The political economy of public-employee unionism. *Monthly Review*, 32(4) Sept. 80, p.46-54.

Both public and private workers want better wages and working conditions. A theoretical and historical perspective that seeks to understand public employee movement is lacking. The fundamental distinction between public sector and private sector employees lies not in what the two sectors produce but in the purpose behind their activity. The more public employees are able to disrupt government, the more likely they are to win their demands. What tactics are best for them depends upon the current economic and political context, the kinds of alliances the unions wish to forge, and the goals which they wish to pursue.

POLICE

BUTCHER, BRIAN. "The primary object to be attained." *Police Journal*,

53(4) Oct.-Dec. 80, p.314-23.

JOSHI, G.P. Managerial philosophy of the police organisation in India. *Indian Police Journal*, 26(4) Apr.-June 80, p.21-5.

Theory X and Theory Y are the two different managerial philosophies popularised by Douglas Murray McGregor. The managerial philosophy of our police organisation is all that Theory X stands for. To some extent, this is the legacy of the system as it was established by the Britishers. Their system was based on the basic distrust of the natives in the subordinate ranks in the police. Unfortunately even after Independence, the relationship between the senior hierarchy and the lower ranks is still characterised by distance and distrust. An individual's performance is a function of two variables—ability and motivation. Though steps have been taken to improve the ability of policemen, motivation is more or less ignored. Whenever the subject of police welfare or morale is discussed steps are suggested to satisfy the lower order needs only of the subordinates. The unhealthy tendencies in the subordinate ranks are pointed out. A sense of involvement in the goals and programmes of police organisation has to be inculcated in the subordinates.

MCCABE, SARAH. The police and the public. *Police Journal*, 53(4) Oct.-Dec. 80, p.357-66.

NOORANI, A.G. Police accountability. *Indian Express*, 12, Mar. 81, p.6.

It is deplorable that the Government is sitting tight over the successive reports of the National Police Commission. Its second report covering such topics as the role, duties, powers and responsibilities of the police has enormous relevance with the issue of police accountability. Subordinate officers have very often to execute

verbal, secret and illegal orders and get later harassed for executing them. The issue of political control of police is analysed and distinction is drawn between administrative supervision and political interference. The duty of a policeman is to enforce the law of land. He is not the servant of any one, save of the law itself.

RAJAGOPAL, P.R. The dilemma of the police. *Hindustan Times*, 12 Feb. 81, p.9.

Excessive accent on urgent demands like VIP visits, demonstrations, etc., leaves very little time for important duties of the police. Their anxiety to produce instant result is one of the reasons for violence on suspects in their custody. Though more often rewards are given for detections and convictions, crime prevention is more or less ignored. The dilemma of the police is to reconcile the 'urgent' demands with important imperatives.

ROMEIS, WAYNE M. C.B.I. condensation: morale in a small police department. *C.B.I. Bulletin*, 14(12) Dec, 80, p.8-12.

Morale and motivation are very closely related and at times dependent on each other. Morale in the police function is defined as the mode of the patrol officer. Various factors contribute to the department morale. While some are controllable, others are not. Ultimately the chief and his supervisory staff are responsible for the morale of the department. Some measures to boost the morale are suggested.

RUSTAMJI, K.F. Police reform only a distant dream? *Mainstream*, 19(21-22) 7 Feb. 81, p.51-3.

Our approach towards good police system has been casual and disinterested. In this study the attempts for

police reform are examined and the causes behind their failure are analysed. Even in U.K. and U.S.A. police reform has been difficult and time-consuming. Five reports have been submitted by the Third Police Commission and two remain. Apart from the fact that we have always been weak in implementation, police reform is also inhibited by the integrated nature of the criminal justice system. Any attempt to whittle down the recommendations of the Third Police Commission will imperil the security of the Republic.

SHARP, ELAINE B. Citizen perceptions of channels for urban service advocacy. *Public Opinion Quarterly*, 44(3) Fall 80, p.362-76.

Citizen recognition of channels for advocating change in police service is explored in the light of factors that might lead to recognition of a citizen organization rather than to a direct contact with a public official. Hypotheses to be tested used both individual and contextual factors that may influence whether an advocacy channel is recognized and what channel is recognized. Sense of political efficacy is used as an intervening variable. The analysis shows that the poor, the less educated, minorities, and residents of large cities are all less likely to recognize a channel for advocating police service change. The data provide limited support for a "compensatory" interpretation of the role of citizen organizations in urban service advocacy.—*Reproduced*.

UPADHYAY, B.B. Police unrest. *C.B.I. Bulletin*, 14(12) Dec. 80, p.1-4

VOHRA, K.B. Protection of human rights by the police. *Indian Police Journal*, 26(4) Apr.-June 80, p.4-13.

In India fundamental rights are incorporated in the constitution. The main brunt of protecting the rights falls on the police. Undue detention

of witnesses at the police station, torturing of suspects, emphasis on fists rather than wits, have given a bad name to the police. The author has discussed and exploded some of the legal myths having close relation to human rights.

POLICY SCIENCES

DE LEON, PETER. Policy sciences: the discipline and the profession. *Policy Sciences*, 13(1) Feb. 81, p.1-7.

POLITICAL CAMPAIGNS

ALDRICH, JOHN H. A dynamic model of presidential nomination campaigns. *American Political Science Review*, 74(3) Sept. 80, p.651-69.

POLITICAL CONVENTIONS

NICE, DAVID. Ideological stability and change at the presidential nominating conventions. *Journal of Politics*, 42(3) Aug. 80, p.847-53.

POLITICAL DEVELOPMENT

AKINCHAN, S. Urban growth and political socialization: a study of rural-urban differentials in value preferences and leadership behaviour in Bihar. *ICSSR Research Abstracts Quarterly*, 8(1) Jan.-Mar. 79, p.14-25.

MISHRA, S.N. (S.D. College, Deoria). Agencies of political socialization: a study in political parties (a case study of Amarpur gram panchayat). *Indian Journal of Political Science*, 41(1) Mar. 80, p.115-21.

The purpose of this article is to analyse the role of political parties in the political socialisation of rural community. Amarpur Gram Panchayat in Bihar was selected for the study. The panchayat possesses nearly all the important representative factors. Using stratified sampling methods data was obtained through interviews and

questionnaire schedules. The author has analysed the growth of political parties in Amarapur and their area of influence and has made an attempt to ascertain the intensity and extensity of different parties in the rural community.

POLITICAL ETHICS

MEHTA, VRAJENDRA RAJ. On political conduct. *Political Science Review*, July-Sept. 80, p.235-54.

POLITICAL PARTIES

NOORANI, A.G. Black money and political parties. *Indian Express*, 16 Feb. 81, p.6.

SWAMINATHAN, T. Contributions to party funds: way of checking malpractices. *Times of India*, 9 Feb. 81, p.8.

POLITICAL SCIENCE—STUDY AND TEACHING

MORRIS-JONES, W.H. The study of political science in the universities of Bangladesh. *Politics, Administration and Change*, 5(2) July-Dec. 80, p.41-62.

POLITICIANS

POLITICIANS: a symposium on the state of a key profession. *Seminar*, (259) Mar. 81, p.10-45. (Entire issue).

Contents: The problem; Professionalization, by R.C. Prasad; Radicals' livelihood, by Kishan Pattanayak; Two-way exploitation, by Chetkar Jha; Party organisation, by K.N. Kumar; A mission, by Ram Jee Singh; Ideological streams, by Vishwanath P. Varma; A defence, by Lalit Sen; Further reading, by M.P. Nayar.

POPULATION

AIYAR, SWAMINATHAN S. Millions

upon millions. *Hindustan Times*, 26 Mar. 81, p.9.

BASU, ALAKA MALWADE. China's population: Marx and Malthus come together. *Statesman*, 23 Mar. 81, p.8

KARAN SINGH. The population imperative. *Tribune*, 31 Mar. 81, p.4.

MILLS, EDWIN S. and JEE PENG TAN. A comparison of urban population density functions developed and developing countries. *Urban Studies*, 17(3) Oct. 80, p. 313-21.

PORTS

PARTHASARATHY, S. Needed a major ports board. *Hindu*, 3 Jan. 81, p.8.

POVERTY

BRETT-CROWTHER, M.R. Mass poverty: some signs of hope. *Round Table*, (280) Oct. 80, p.457-60.

DAS GUPTA, K.K. Case for public assistance in India. *Mainstream*, 21(25) 21 Feb. 81, p.22-7.

GHOSE, AJIT and KEITH GRIFFIN. Rural poverty and development alternatives in South and Southeast Asia: some policy issues. *Development and Change*, 11(4) Oct. 80, p.545-72.

The available empirical evidence suggests that in most of the non-socialist developing countries of South and Southeast Asia the rural poor have tended to become poorer, and in some cases even the relative size of the class of rural poor has tended to increase. The purpose of this paper is to examine some of the underlying causes behind this tendency and to draw some policy conclusions regarding possible alternative development strategies for the future. If development is to be meaningful highest priority must be

given to the elimination of malnutrition. It appears that the problem is not so much an inadequacy of growth as an imbalance in the growth process.

PRASAD, KAMTA. Planning and the poor: gap between intention and achievement. *Statesman*, 13 Mar. 81, p.8.

PRESIDENTS

NARIMAN, F.S. Presidential system: why flog a dead horse. *Indian Express*, 31 Jan. 81, p.6.

NAYAR, KULDIP. Unmaking the president. *Indian Express*, 21 Jan. 81, p.6.

PACHAURI, P.S. Whether presidential system will suit India better. *Journal of Constitutional and Parliamentary Studies*, 13(4) Oct.-Dec. 79, p.355-79.

PALKHIVALA, NANI A. Presidential system: a question of timing. *Hindustan Times*, 7 Jan. 81, p.9.

SEYMOUR-URE, COLIN. Presidential power, press secretaries and communication. *Political Studies*, 28 (2) June 80, p. 253-70.

SIGELMAN, LEE and DIXIE MERCER MCNEIL. White House decision making under stress: a case analysis. *American Journal of Political Science*, 24 (4) Nov. 80, p. 652-73.

PRESS

GANDHI, RAJMOHAN. Press incurs hostility: defence in strong bond with readers. *Statesman*, 21 Mar. 81, p.6.

HASAN, SYED MAJEEDUL. 200 years of the press. *Business Standard*, 8 Jan. 81, p.5; 9 Jan. 81, p.5; 10 Jan. 81, p.5; 13 Jan. 81, p.5.

NOORANI, A.G. Constitution and press censorship. *Indian Express*,

16 Jan. 81, p.6.

SARKAR, CHANCHAL. Review of the year in the press. *Vidura*, 17(6) Dec. 80, p.361-9.

VISWAM, S. Ministers and the media. *Janata*, 36(1) 8 Feb. 81, Annual Number, p.27-31.

PRICES

BHATIA, B.M. Pakistan consumer suffers price squeeze. *Commerce*, 142 (3632) 24 Jan. 81, p.162-3.

GUPTA, J.N. Price administration and management. *Economic Almanac*, 1(2) Mar. 81, p.61-4.

PROJECT MANAGEMENT

CHOUDHURY, SADAN. Some thoughts on improving effectiveness of project planning and scheduling. *Lok Udyog*, 14(10) Jan. 81, p.13-17.

PROPERTY TAXES

BENTICK, BRIAN L. Capitalized property taxes and the viability of rural enterprise subject to urban pressure. *Land Economics*, 56(4) Nov. 80, p.451-6.

BOWMAN, J. H. Property tax circuit breakers reconsidered. *American Journal of Economics and Sociology*, 39(4) Oct. 80, p.355-72.

SPECIAL issue on reforms in property tax. *Nagarlok*, 12(3) July-Sept. 80, p.1-161 (Entire issue).

Contents: Municipal property tax: a new approach, by G.V. Ramakrishna; comments, by Nirmala Banerjee; Site value tax, urban development and land prices, by K.T. Ammukutty; Area Basis of valuation are property tax: an evaluation by Gangadhar Jha; Municipal property tax rate structure: a critique,

by K.S.R.N. Sarma; Organisation of property tax valuation and assessment, by D.D. Malhotra; Legal aspects of property tax reforms, by M.K. Balachandran; Municipal property tax reform: a case study of West Bengal, by R.M. Kapoor; Incidence of property tax on investment in housing, by Sitiesh.

PROPORTIONAL REPRESENTATION

PROCTOR, J.H. The acceptance of proportional representation in Malta. *Parliamentary Affairs*, 33(3) Summer 80, p.308-21.

PUBLIC ADMINISTRATION

BARTON, RAYBURN. (Univ. of North Alabama). The road to Minnowbrook: development of the new public administration in the United States. *International Journal of Public Administration*, 2(4)80, p.447-75.

The decade of the 1960s was a time of political upheaval and turbulence; American society witnessed many changes. The decade was one of hope and at the same time one of despair. It was one in which there were great expectations of the national government, and one that would lead some to conclude that the national government was incapable of solving the complex problems of modern society. Public administrators, like other members of the population, were deeply affected by the events of the decade. Some of them began to question their discipline and profession, and a movement developed within the discipline in search of a new public administration; one sensitive to and capable of solving societal problems that had gone unresolved in the decade of the sixties.

The present study presents an historical explication of the new public

administration. The new public administration movement is viewed as a product of numerous conferences, works, and events, four of which appear as major landmarks: (1) the Honey Report on Higher Education for Public Service, (1967); (2) the Conference on the Theory and Practice of Public Administration, (1967); (3) the Minnowbrook Conference, (1968); and (4) the publication of two works in 1971: *Toward a New Public Administration: The Minnowbrook Perspective* by Frank Marini and *Public Administration in a Time of Turbulence* edited by Dwight Waldo. Each of the above is examined in terms of contributions to the development of the new public administration.—*Reproduced*.

CAIDEN, GERALD E. (Univ. of Southern California). The challenge to the administrative state. *Politics, Administration and Change*, 5(2) July-Dec. 80, p.17-27.

By the 1950s, people had come to view the administrative state as an instrument of social betterment. They welcomed the politicization and subsequent bureaucratization of social issues and the enlargement of the public arena. The society became increasingly dependent on bureaucratic organs. Very soon it was realised that complex social issues were not susceptible to easy solution and that bureaucratic answers were inadequate and occasionally regressive. More and more people are revising their assumptions about the administrative state. The politicisation of social issues does not guarantee their solution. Strong executives, implicit in the idea of the administrative state, tend to abuse their wide powers.

Few incentives exist in public finance to save. The big government is getting out of control and is probably uncontrollable. Various suggestions being made to prevent the situation from

deteriorating further are analysed. The challenge before public administration is to minimise unnecessary institutionalization and transform the atmosphere so that people can trust the officials with whom they deal.

COLLINS, W.P. (Drake Univ.). Public participation in bureaucratic decision-making: a reappraisal. *Public Administration*, 58 Winter 80, p.465-77.

This paper demonstrates that the use of public participation as means of legitimating the actions of public agencies represents a misunderstanding of the concept and the previous way in which it has been used. The argument extended further by showing how the misuse of this concept tends to impose significant intellectual limitations on those seeking to justify public bureaucratic activity by recourse to the legitimating principles of the liberal democratic state. It is argued that increasing levels of participation to remedy the lack of legitimacy at the agency level is based upon an inappropriate analogy.

DUNCAN, W. JACK. (Univ. of Alabama in Birmingham). Knowledge transfer in administrative science. *Public Administration Review*, 40(4) July-Aug. 80, p.341-9.

In this paper, the transfer of administrative theory to practice is conceptualized using the references provided by the theory of intergroup behavior using selected systems analogies. Systems coupling is used to provide a means of examining the transfer of management theory to practice. No normative pre-conception as to the desirability of tight coupling are assumed.

Since there are advantageous and disadvantageous aspects of extremely tight and loose coupling, the pragmatic question becomes "how can adminis-

trative theory and practice obtain an 'optimum degree of coupling'?" One answer to the question is offered in the form of boundary spanning behaviour. Some specific suggestions are offered to assist administrators and researchers in developing the boundary consciousness necessary to ensure the efficient and effective transfer of administrative theory to practice.—*Reproduced*.

ESMAN, MILTON J. Development assistance in public administration: requiem or renewal. *Public Administration Review*, 40(5) Sept.-Oct. 80, p.426-31.

KERRIGAN, JOHN E. and DAVID W. HINTON. (Univ. of Nebraska at Omaha). Knowledge and skills needs for tomorrow's public administrators. *Public Administration Review*, 40(5) Sept.-Oct. 80, p.469-73.

Those knowledge and skill needs, important to tomorrow's public managers, are identified in this study. Results from three annual surveys conducted by mail questionnaire with public administrators who had received "service aware" recognition from ICMA for completing 10 or more years of public service provide the data base for analysis.

"Personnel administration, including labour relations" and understanding the "causes of major urban problems" ranked as the top knowledge areas. Over time, a substantial increase in the relative importance of understanding "urban economic development" was identified. "Situation analysis" and "assessing community needs" ranked as the top skill areas.

Overall, the survey results point out the importance of the art of public administration. The more technical knowledge and skill areas tended to

rank lower importance. —*Reproduced.*

MANAGING with less. (Papers presented at the twenty-second Annual Conference of the Australian Regional Groups held in Canberra in Nov. 1979). Australian Journal of Public Administration, 39(2) June 80, p.162-260. (Entire issue).

Contents : The professional career public service : some reflections of a practitioner, by Sir Fredrick Wheeler ; Managing with less : dimensions and issues , by I. M. Macphree ; Managing with less : a staff perspective, by Paul Munro ; Managing with less, by Geoffrey Hawker, Determining priorities, by Gerald Gleeson ; Implementing technological change, by David A. Evans ; work measurement in public service management : a review of Australian and overseas developments, by Michael Jacobs and Robyn McClelland.

MARCELINO, ELLEN T. National conference on public administration in the seventies: promise and performance. Local Government Bulletin, 12(1) Jan.-June 77, p.9-10, 24.

MEIER, KENNETH J. (Univ. of Oklahoma). Measuring organizational power : resources and autonomy of government agencies. Administration and Society, 12(3) Nov. 80, p.357-75.

Although power is a major concern of organization theory, little research has focused on the horizontal dimension of power between organizations at relatively equal hierarchical levels. This study attempts to fill that void by operationalizing organisational power for 127 federal government agencies. The derived measure is subjected to test for internal and external validity by empirically testing one promising theory of agency power—*Reproduced.*

SADASIVAN, S. N. (I.I.P.A., New

Delhi), Inequality in Indian Administration. Indian Political Science Review, 15(1) Jan. 81, p.42-51.

Equality, despite the ideologies and efforts aimed at its attainment, remains more desired than realised. Independent India has gathered inspiration from its hierarchical society to restructure its administrative organisation. Hindu Society having a hierarchy of caste system is built upon the foundation of inequality. So also in the Indian Administration inequality exists not only between the higher and the lower but also between parallel or proximate units in the same tier. There is a marked distinction between a peon and a sweeper, both of whom belong to class IV. Differences between various class I services is not showing any diminishing trends. By and large each service behaves like a caste externally and a cluster of sub-castes internally. The position of IAS remains envious and its preserve impregnable in administration. In administration, as in caste society, the organisational pyramid is built on superior-subordinate relation and a social distance akin untouchability is maintained in the hierarchy. Proper mobility within the administrative community can reduce the inequality. The author has analysed the difficulties in the upward mobility in the Indian administration. The ritual authority of UPSC is ruthless in determining the career development of a subordinate employee. Annual confidential report, a method of performance assessment, is often used for vindictive suppression or scintillating profiles of favourites. Inequality in administration can be eliminated only by a complete reorganisation of the administrative structure.

SEITZ, JOHN L. The failure of U.S. technical assistance in public administration: the Iranian case. Public Administration Review, 40(5) Sept.-Oct. 80, p.407-13.

SHAH, VIREN J. 'De-politicised' politics and 'politicised' administration. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.166-9.

PUBLIC DISTRIBUTION SYSTEM

MEHTA, BALRAJ. Strain on the public distribution system. *Amrita Bazar Patrika*, 2 Mar. 81, p.6.

PUBLIC GOODS

BRITO, DAGOBERT L. and WILLIAM H. OAKLAND. On the monopolistic provision of excludable public goods. *American Economic Review*, 70(4) Sept. 80, p.691-704.

SMITH, VERNON L. Experiments with a decentralized mechanism for public good decisions. *American Economic Review*, 70(4) Sept. 80, p.584-99.

PUBLIC POLICY

MACDONALD, JAMES and G.K. FRY. Policy planning units—ten years on. *Public Administration*, 58 Winter 80, p.421-37.

MAZMANIAN, DANIEL A. and PAUL A. SABATIER. A multivariate model of public policy-making. *American Journal of Political Science*, 24(3) Aug. 80, p.439-68.

NAGEL, STUART S. Public Administration and political science as key elements in policy analysis. *International Journal of Public Administration*, 2(4) 80, p.435-46.

PRINCE, MICHAEL J. and JOHN A. CHENIER. The rise and fall of policy planning and research units: an organizational perspective. *Canadian Public Administration*, 23(4) Winter 80, p.519-41.

TORGOVNIK, EFRAIM. The pre-policy role of policy commissions.

Hong Kong Journal of Public Administration, 2(1) June 80, p.34-59.

WELCH, SUSAN and KAY THOMPSON. The impact of federal incentives on state policy innovation. *American Journal of Political Science*, 24(4) Nov. 80, p.715-29.

PUBLIC RELATIONS

BASU, ANIL. Public relations: a management discipline. *Vidura*, 17(6) Dec. 80, p.400-5.

PUBLIC WELFARE

BERKOWITZ, E.D. and K. MCQUAID. Bureaucrats as 'social engineers': federal welfare programs in Herbert Hoover's America. *American Journal of Economics and Sociology*, 39(4) Oct. 80, p.321-35.

DICKSON, DAVID. US social security in trouble. *New Society*, 54(935) 16 Oct. 80, p.114-15.

MANNING, NICK and VIC GEORGE. The Soviet system of welfare. *New Society*, 54(934) 9 Oct. 80, p.61-2.

RADIO BROADCASTING

CHATTERJI, P.C. The year in retrospect: AIR. *Vidura*, 17(6) Dec. 80, p.371-7.

GUPTA SUNANDA. India's broadcasting system: a plea for reform. *Prashasika*, 8(4) Oct.-Dec. 79, p.97-101.

KRIPALANI J.B. AIR and TV: the autonomy debate. *Indian Express*, 3 Mar. 81, p.6.

RAILWAYS

BAPAT, L.G. Safety in rail travel. *Eastern Economist*, 76(3) 16 Jan. 81, p.127-9.

CHANDRASEKARAN, K.A. Performance budgeting in Indian railways. *Economic and Political Weekly*, 16(9) 28 Feb. 81, p.M33-43.

HARADA, KATSUMASA. Technological independence and progress of standardization in the Japanese railways. *Developing Economies*, 18(3) Sept. 80, p.313-32.

JAGJIT SINGH. Performance of the railways. *Hindustan Times*, 4 Mar. 81, p.9.

JAGJIT SINGH. Preventing rail accidents. *Hindustan Times*, 25 Feb. 81, p.9.

JHA, SATISH. The railway budget: impact on revenue and development. *Yojana*, 25(5) 16 Mar. 81, p. 4-5.

KALYANASUNDARAM, M. Railways amidst sorriest mess. *Patriot*, 19 Mar. 81, p.2.

KHOSLA, G.S. Railway finances: increasing the burden of users. *Statesman*, 9 Mar. 81, p.6.

KHOSLA, G.S. Regrouping railways: lessons of the past. *Statesman*, 4 Feb. 81, p.6.

PARANJAPE, H.K. The railway budget: some comments. *Economic Times*, 3 Mar. 81, p.5.

SHARIEF, C.K. Jaffer. Modernisation of Indian railways: role of research in development efforts. *Yojana*, 25(4) 1 Mar. 81, p.13-14.

UMMAT, R.C. Putting railways back on rails. *Eastern Economist*, 76(9) 27 Feb. 81, p.540-3.

UMMAT, R.C. Railways again in the red. *Eastern Economist*, 76(4) Annual Number, 23 Jan. 81, p.265-7.

REAL PROPERTY—TAXATION

SKOURAS, A. Land and its taxation as issues in economic theory. *American Journal of Economics and Sociology*, 39(4) Oct. 80, p.373-82.

REFUSE DISPOSAL

BANERJEE CHOWDHURY. The scope of consultancy in solid waste management. *Calcutta Municipal Gazette*, 98(15) 6 Dec. 80, p.1891-3

REGIONAL PLANNING

RAJ KRISHNA. The centre and the periphery: inter-state disparities in economic development. *Social Action*, 31(1) Jan.-Mar. 81, p.1-34.

SRINIVASAN, G. Backward area subsidies and location of projects. *Vikalpa*, 5(4) Oct. 80, p. 283-91.

WILSON, JOHN. The European community's regional policy. *Local Government Studies*, 6(4) July-Aug. 80, p.11-28.

RELIGION AND STATE

NANDY, ASHIS. Relearning secularism. *Times of India*, 20 Jan. 81, p.8; 21 Jan. 81, p.8; 22 Jan. 81, p.8.

RESEARCH

BREUNESSE, JAAP. Research and politics: two different worlds? *Politics, Administration and Change*, 5(2) July-Dec. 80, p.1-16.

ROADS

DE, N.C. Challenge of road development. *Civic Affairs*, 28(4) Nov. 80, p.9-15.

DESHPANDE, R.A. Maintenance of roads in India. *Civic Affairs*, 28(4) Nov. 80, p.17-21.

RURAL DEVELOPMENT

BARAL, J.K. (Berhampur Univ.) Politics of rural development. Indian Political Science Review, 15 (1) Jan. 81, p.31-41.

The main objective of this study is to examine the effect of socio-economic dynamics on political changes in rural areas. Political modernization resulting from universal franchise and panchayati raj did not move in the expected direction. By and large, rural elites, both ruling and non-ruling, belong to high castes with better economic conditions. There has been marginal bifurcation of social, economic and political powers in villages. Indian villages are afflicted with factionalism, which originates due to several factors. These factions are of two types, namely, anti-elite caste factions and intra-elite caste factions. Economic changes resulting from the abolition of *Zemindaris*, land reforms and Green Revolution, have taken place more at the top and middle of the caste-ladder than at its bottom. The factors responsible for the failure of peasant uprisings are analysed.

BOLAR, MALATHI, (Human and Natural Resources Research Society, New Delhi). Rural development: role of human resource training and development. Indian Journal of Training and Development, 10 (4) Oct.-Dec. 80, p.159-67.

The success or effectiveness of rural development lies in the effectiveness of the change agents, but there is no conscious strategy in the direction of human resources development. For rural development the training programmes should include: (1) technical training, (2) behavioural and attitudinal change, and (3) management and entrepreneurial training. These three aspects are analysed in this paper.

DUBHASHI, P.R. (Ministry of Agriculture). Decentralisation and rural

development. Kurukshetra, 29 (11) 1 Mar. 81, p.4-6, 14.

For various reasons, several developing countries have adopted the principle of decentralisation in the field of rural development. The application of this principle in India, Sri Lanka, Bangladesh, Malaysia, Thailand, China, Indonesia, and Philippines is briefly explained. The advantages of this bottom-up approach cannot be reaped without the establishment of strong and capable local institutions with adequate resources and trained personnel.

HARAGOPAL, G. (Kakatiya Univ., Warangal). Regulatory vs development departments; conflict between two administrative sub-cultures in rural development. Journal of Administration Overseas, 19 (3) July 80, p.175-82.

In India the objectives of development administration cannot be realised without rural development. The administrative machinery existing at the time of independence was a regulatory one, responsible for revenue collection and law and order. The development departments which sprung up after independence were not integrated with the revenue machinery, resulting in a dichotomy in revenue and development administration. As these two important segments of administration employ different approaches, the efforts of development personnel are neutralised by the regulatory personnel. Some instances are given to highlight the magnitude of the problem and indicate the 'revenue culture' in rural administration. The regulatory machinery has ill-knit connections with Panchayati Raj in different capacities. Development demands greater mass participation, as such, the distance between the government and the people, which is a creation of the colonial system, should be narrowed down.

HOOJA, RAKESH. Planning for rural

development by field staff—a view from Rajasthan. Indian Journal of Public Administration, 26 (4) Oct.-Dec. 80, p.1089-99.

Rakesh Hooja in his article "Planning for Rural Development by Field Staff" recounts the experience from Rajasthan that, by and large, the planning set-up at the grassroots level does not come up to expectation; planning in Rajasthan, as elsewhere in this country, is still 'top-down' and not 'bottom-up'. This is essentially because, as the planning area becomes smaller at the district or block level, microplanning requires more sophisticated data and more experience than available at present. The personnel at the lower level do not have at their disposal the standard of information and data that should go into the calculation of costs and physical targets. The local officials also are prone to take the easier way of lower targets so as to have less problems in implementation. It adds to the problem of local planning that no local area is a closed system either economically or administratively. It may take us long to build up an organisation at the lower level to prepare and try to implement realistic plans. However, it is Rakesh Hooja's hope that as planning becomes more and more sophisticated, the trend hereafter will be for concentration of effort at grassroots planning.—*Reproduced from editorial.*

HOOJA, RAKESH and T.K. JAYARAMAN. Improving the administration of delivery systems for the rural poor: report of Task Force. Rural Development Digest, 4 (1) Jan. 81, p.135-43.

This is an edited version of the report of Task Force 'C' of the Government of India/United Nations Economic and Social Council for Asia and the Pacific Working Party. The Chairman of the Task Force was Shri T.N. Chaturvedi and the authors were the joint rapporteurs. Some problems in the delivery systems are iden-

tified and some guidelines are suggested.

JOSHI, NAVIN CHANDRA. Integrating rural development. Radical Humanist, 44(9) Dec. 80, p.24-6.

KORTEN DAVID C. (Ford Foundation and the Asian Institute of Management). Community organization and rural development: a learning process approach. Public Administration Review, 40 (5) Sept.-Oct.80, p.480-511.

Though many national and international agencies claim commitment to participative approaches to helping the rural poor, little progress has been made in translating ambitious plans into effective action. The record of earlier community development and co-operatives efforts is largely a history of failure, resulting more often in strengthening the position of traditional elites than in integrating poorer elements into the national development process. Many current calls for involvement of the rural poor are little more than wishful thinking, inadequately informed by past experience as to the investments in institutional innovation required to give reality to an important idea. The prevailing blueprint approach to development programming with its emphasis on detailed preplanning and time bounded projects is itself cited as an important impediment.

Examination of a number of Asian programs suggests that the more successful grew out of village experience. Consequently they were able to achieve an unusual degree of fit between beneficiary needs, program outputs, and the competence of the assisting organization. The key was not preplanning, but an organization with a capacity for embracing error, learning with the people, and building new knowledge and institutional capacity through action. A model of the learning process approach to building program strategies and appropriate organizational

competence suggests a new program should progress through three developmental stages in which the focal concern is successively on learning to be effective, learning to be efficient, and learning to expand. Implications for the role of the social scientist and for action by funding agencies are discussed. — *Reproduced.*

KRISHNASWAMI, O.R. (Bangalore Univ.). Management approach to integrated rural development. *Integrated Management*, 15(9) Sept. 80, p.30-4.

Special and deliberate programmes through 'bottom-up' planning are needed to abolish abject poverty which is the crux of the problem of rural development in India. Integrated Rural Development (IRD) programmes should be properly planned, organised, directed, monitored, reviewed and evaluated. These aspects of management are examined in this article. The area to be covered by an IRD programme should be a 'cluster' of contiguous villages. An outline of the proposed Action Programme is presented.

LEVISTE, JOSEPH P., Jr. Organization and management of integrated rural development in the Philippines. *Local Government Bulletin*, 13 (1-2) Jan.-Dec. 78, p.9-12, 48.

MEHTA, SHALINA. Planned change and unplanned development. *Man in India*, 59 (4) Oct.-Dec. 79, p.309-15.

MISHRA, GIRISH. Next step in rural India. *Patriot*, 21 Feb. 81, p.2.

NAIR, C.N.S. (Ministry of Rural Reconstruction). Some issues in rural development administration. *Indian Management*, 20(1) Jan. 81, p.39-42.

Proper personnel policies are necessary to administer the rural development programmes. Suitable policy for selection, training and development

of personnel at various levels has to be evolved. As our tradition is to assign an important role to the bureaucracy, the real task is to make the bureaucracy serve a public purpose. A blend of voluntary initiative and bureaucratic action can generate enthusiasm and deliver the goods without a waste and misdirection of resources. Some measures are suggested to improve the administration of rural development programmes at the state level.

NARASIMHAN, C.L. An overview of rural development : a study. *Kurukshetra*, 29(10) 16 Feb. 81, p.4-16,27.

OKAFOR, FRANCIS C. Administrative problems of integrated rural development : some lessons from Nigeria. *Planning and Administration*, 7(2) Autumn 80, p.43-8.

In a growing number of developing countries an integrated approach to rural development is seen as the best strategy. The author has identified four dimensions of this approach which are not mutually exclusive. Integrated rural development can: (1) be multidisciplinary; (2) have multiple objectives; (3) involve the administrative activities of different types of development agencies within a geographical region; (4) involve a spatial integration of the rural sub-sector. The aim of this article is to review briefly the concept of integrated rural development and to demonstrate, using some Nigerian examples, that a sound administrative framework is an inextricable component of any successful development project. The broad dimensions of integrated rural development are discussed, the nature and characteristics of administrative inputs are examined and finally, the article suggest some administrative requirements for designing and implementing effective rural integrated programmes. It is argued that development projects fail because of the non-existence or the

malfunctioning of institutions and the failure to involve citizens in planning and implementation.

PANDE, P.N. Reaching benefits of rural development to all. *Kurukshetra*, 29(9) 1 Feb. 81, p. 4-7.

Poor people have generally remained untouched by the diffusion of development benefits. Poverty cannot be eliminated by 'top-down' planning for economic growth. Special and deliberate programmes through 'bottom-up' planning are needed. Essentially poverty means rural poverty and urban poverty in reality is a spill-over of rural poverty. Therefore the mechanics for poverty eradication have to be applied in villages. Since first five year plan many development plans have been formulated for the development of the rural poor, which are implemented by attitudinally inequipped executives and uninterested bureaucracy. The aim of rural development is greater production, reasonable distribution, higher level of living and balanced regional development. The importance of appropriate technology is analysed. It is one which is bio-physically viable, economically feasible and socially acceptable.

RANGA RAO, S.P. and A.V. SATYA-NARAYAN RAO. (Osmania Univ., Hyderabad). Agencies for rural development in India : a survey. *Prashasnik*, 8(4) Oct.-Dec. 79, p.9-17.

Development scheme for rural reconstruction briefly surveyed are : Community Development Programme, National Extension Service, Panchayati Raj, Intensive Agricultural District Programme, Intensive Agricultural Area Programme, Small Farmers Development Agency, Marginal Farmers and Agricultural Labourers' Development, Drought Prone Area Programme, Integrated Tribal Development Agency, Command Area Development Autho-

rity, Revised Minimum Needs Programme, Integrated Rural Development, Food for Work Programme, Antyodaya and Training of Rural Youth for Self-employment. The author concludes that rural development will remain a mirage without people's participation and democratic supervision through powerful local institutions.

RAO, K. DINKER, GOVIND S. KELKAR and SHARAYU MHATRE. People's perception of progress in rural India. *National Labour Institute Bulletin*, 5(11-12) Nov.-Dec. 79, p.369-88.

Over the years, a number of studies have come to the conclusion that the fruits of progress are not shared equitably. Even today about half of the rural population lives below the 'poverty line'. This study is a part of the ongoing Rural Action Project of the National Institute of Bank Management, Bombay. It is an attempt to find out the rural people's own perception of this progress and its implications for them. In order to assess the people's views a survey was conducted for which respondents were drawn from nineteen villages in eight states. The study is based on open-ended questionnaire. A summary of the responses of the benefited and non-benefited is presented in the form of a Table.

RAO, V.K.R.V. Urban bias and rural development. *Indian Economic Review*, 15(1) Jan.-Mar. 80, p.75-83.

This is a review article on the book "Why poor people stay poor : urban bias in world development", written by Michael Lipton.

SHAW, MARTIN. Rural planning in 1980: an overview. *Planner*, 66 (4) July-Aug. 80 p.88-90.

SINGH, HOSHIAR. (Univ. of Rajasthan, Jaipur), Administrative machinery for rural development: some

reform proposals in Indian context. Political Science Review, 19 (2) Apr.-June 80, p.196-207.

In the whole strategy for rural development, conscious effort is needed to identify and intensify the clientele coverage and to enhance the administrative capabilities. So far no clear cut administrative policy has been adopted at national and state level for rural development. The district collectors who normally belong to the prestigious Indian Administrative Service have no specific commitments and no inclination and training for rural development. No developmental activity can succeed under the elitist urban administrators who enjoy the power but have no stakes in grassroots development. Integrated rural development needs a complete overhaul of the administrative machinery. A unified administrative structure is required for rural reconstruction. The district administration should be decentralised for development. General administration and developmental functions should be separated. Like Indian Administrative Service there should be a separate cadre of Rural Development Service. This is a revised version of a paper read at the Sixth Annual Conference of Indian Public Administration Association held at Institute of Public Administration, Lucknow, on April 7-8, 1980.

SPECIAL number on rural development in India. Review of Public and International Affairs, 4 (1-2) 14 Nov. 80, p.5-55. (Entire Issue).

Contents : Rural development in India, by Bishwanath Singh; Panchayati raj and rural development, by Asoka Mehta; Integrated rural development, by Douglas Ensminger; Zila parishad in Bihar, by Haridwar Rai and Saken-dra Pd. Singh; Rural development in India: some issues by Sudesh Kumar Sharma; Rural development in India: some reflections, by Mithilesh Kumar

Prasad Singh and Bhagwan Prasad Singh; Political participation: the rural urban dichotomy, by Samarendra Kumar Singh.

THAPAR, ROMESH. Rise of peasant power: need to balance town and country. Statesman, 29 Jan. 81, p.6

The awakened farming community has begun to sense its democratic power. The village has remained a forgotten factor in sub-continent's development sweep. Apart from agricultural price fixing a number of things have to be done to establish a healthy relationship between the village and the advanced towns. The sooner we turn our attention to more effective rural management the better. The collectors and commissioners are largely office-anchored and have little communication with rural community. A profound feeling of neglect prevails. The farmers' pricing demands are only an expression of deeper resentments. Heavy urban orientation in our developmental efforts has alienated us from our farming community and unless cultivators' grievances receive prompt and sympathetic attention India's modernization and growth will be arrested.

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ORD, T. Administrative problems of the provincial sales tax on beer in Papua New Guinea. Planning and Administration, 7(2) Autumn 80, p. 55-66.

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SCHEDULED CASTES

ACHARYA, B.K. A caste war ? *Mainstream*, 19(29) 21 Mar. 81, p. 11, 26.

BABU, M. JEJI. Educational progress of scheduled castes and scheduled tribes (1967-68 to 1977-78). *EPA Bulletin*, 3(3) Oct. 80, p.30-9.

BHAGAT, BANKIM BIHARI. Reservation : politics and perspective. *Mainstream*, 19(30) 28 Mar. 81, p. 29-33.

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JAIN, L.C. Emancipation of scheduled castes and tribes : some suggestions. *Economic and Political Weekly*, 16(9) 28 Feb. 81, p.325-32.

KABRA, KAMAL NAYAN. Anti-reservation agitation : confluence of triple failure. *Mainstream*, 19(30) 28 Mar. 81, p.4-5, 34.

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NAYAR, KULDIP. To each according to his caste. *Indian Express*, 25 Feb. 81, p.6.

OM PRAKASH, (Delhi Univ.) Pre-Examination coaching centres and recruitment to the civil services. *Political*

Science Review, 19(2) Apr.-June 80, p.157-69.

This article analyses the contribution of the pre-examination coaching centres in the representation of the Scheduled Castes/Tribes in the IAS and allied Central Services. This Training scheme for the reserved category candidates was introduced in 1959 by the Government of India. The contribution of each of the centres to the Central Services is briefly described. The coaching centres have proved useful in improving the cumulative representation of reserved candidates. The reasons behind the greatest contribution of the Allahabad Centre are selective entrance to the Centre and Special techniques of coaching. Some more centres should be set up. Some measures to attain qualitative results are suggested.

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PATIL, R.K. Limitations of reservations. *Tribune*, 17 Mar. 81, p.4.

SHARMA, R.D. Not by reservation alone. *Hindustan Times*, 11 Mar. 81, p.7.

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27(4) Oct.-Dec. 80, p.165-6.

STATE EXPENDITURES

SHARMA, ATUL and K.M. PAREKH. Government sector. Anvesak, 9 (1-2) July-Dec. 79, p.53-67.

STATE-MUNICIPAL RELATIONS

SINGH, B.N. State control over municipalities in Bihar: an overview. Journal of State Politics and Administration, 3(2) July-Dec. 80, p.1-9.

Local government institutions must be guided and controlled by the State Government, but the existing machinery of state control is not satisfactory. Its authoritarian paternalism is a relic of the British Raj. In this paper an attempt is made to critically examine the existing system with particular reference to Bihar. The state control takes three forms: legislative, judicial, and administrative. Municipalities are the creatures of the State legislature which exercises its control through the Minister for Local Self-Government. The judicial courts do not exercise any direct control over the municipalities but their help is sought to prevent the municipal boards from transgressing their powers. The extensive administrative control is briefly explained. Most of the administrative powers are exercised through the Department of Local Self-Government. The techniques of supervision and control handed down by the Britishers are still followed blindly. The state control is seldom constructive and helpful. Quite often decisions are taken on political considerations. The Department of Local Self-Government is hardly equipped to play the promotional role. In the context of the changing political and socio-economic environment, some measures are suggested for the reorganisation and reorientation of the relationship between the State Govern-

ment and municipalities.

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SHARMA, SANGEETA. Systems approach to the study of administrative organisation. *Prashasnika*, 8(4) Oct.-Dec. 79, p.89-96.

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PANDEY, T.N. Direct taxes: impact

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TECHNOLOGY

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CHATURVEDI, T.N. Transfer of technology among developing countries: need for strengthening cooperation. *Economic Almanac*, 1(2) Mar. 81, p.17-31.

GOULET, DENIS. An international support system for meeting basic needs. *Social Action*, 31 (1) Jan.-Mar. 81, p.51-78.

PATEL, SURENDRA J. The technological transformation of the third world—main issues. *Man and Development*, 2 (4) Dec. 80, p.19-28.

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BAWA, P.S. Traffic management: scope for police-community relations. *Indian Police Journal*, 26 (4) Apr.-June 80, p.14-20.

RADHAKRISHNAN, K. Traffic regulations and transport system. *Journal of Transport Management*, 4 (6) Jan. 81, p.19-23.

TRAINING

DAMAN PRAKASH. Use of role play technique in training. *Cooperative Perspective*, 14(1) Apr.-June 79, p.10-17.

DE, NITISH R. Towards an education policy for public enterprise managers: a framework. *Human Futures*, 3 (4)

Winter 80, p.296-310.

The political, economic, social and cultural dimensions of the environment determine the objectives behind the creation of public enterprises in an underdeveloped country. Some of the critical components of a normative culture that are perceived as important for a viable and effective public enterprise system are identified. This report is an approach paper to underscore the relevance and significance of education needs for cadres of public enterprise managers, somewhat distinct from what are currently offered by business schools and institutes in the First and Third World Countries. Some of the policy issues that should be considered by Third World countries are analysed. Creation of a National Academy of Public Enterprises is suggested to turn out managerial cadre for public enterprises.

GHOSH, R.C. Managing change in the banking industry in India: the role of training. *Journal of the Indian Institute of Bankers*, 51 (3) July-Sept. 80, p.125-31.

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OAMAR, FELIPE V. Local government training as part of an integrated approach to regional planning in the Philippines. *Local Government Bulletin*, 10 (2) July-Dec. 75, p.17-19, 36.

PADILLA, PERFECTO L. Training needs of local authorities in Asian/Pacific countries. *Local Government Bulletin*, 13 (1-2) Jan.-Dec. 78, p.29-32.

ROSENTHAL, STEVEN M. and BOBB

MEZOFF. Improving the cost/benefit of management training. *Training and Development Journal*, 34(12) Dec. 80, p.102-6.

SHAMS, M. KHALID. The reluctant client: problems of training in integrated rural development in Bangladesh—a review. *Human Futures*, 3(4) Winter 80, p.348-59.

Training featured very prominently in the Integrated Rural Development Programme (IRDP) of Bangladesh, launched in 1972. Based on the "Comilla approach" it aims at building up viable network of rural institutions. This study attempts to critically review the outcome of IRDP's training effort at thana level. Part I describes the institutional framework and the specific objectives of IRDP. It also points out the main criticism that has been levelled against the programme. In part II the training system at thana level is reviewed. It is contended that the training is not producing the desired impact. Part III offers some concluding observations regarding policy options for strengthening the training system.

TRANSPORTATION

KALYANASUNDARAM, M. Lack of integrated approach. *Patriot*, 10 Mar. 81, p.2.

TRIBES AND TRIBAL SYSTEM

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DAS, SIBIR R. Some aspects of inter-ethnic relation in a tribal situation. *Man in India*, 59(4) Oct.-Dec. 79, p.334-41.

DELIEGE, ROBERT. Divisions and hierarchy among the Bhils. *Man in*

India, 60 (1-2) June 80, p.38-50.

DOGRA, BHARAT. Roots of tribal unrest : protector the worst exploiter. Statesman, 5 Jan. 81, p.8.

DOSHI, S.L. A sociological analysis of political unification among the scheduled tribes of Rajasthan. Sociological Bulletin, 27 (2) Sept. 78, p.231-44.

HORO, N.E. Tribal problem in perspective. Mainstream, 19 (21-22) 7 Feb. 81, p.39-40.

PANDA, KUMUDA C. Factionalism in tribal villages of Orissa. Man in India, 60 (1-2) June 80, p.60-71.

PHADNIS, URMILA. Woes of tribals in Bangladesh. Times of India, 5 Jan. 81, p.8; 6 Jan. 81, p.8.

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UNEMPLOYMENT

CLARK, KIM B. and LAWRENCE H. SUMMERS. Unemployment reconsidered. Harvard Business Review, 58(6) Nov.-Dec. 80, 171-9.

GUPTA, HARI DUTT. Problems of educated unemployed in Rajasthan. Prashasika, 8(4) Oct.-Dec. 79, p.49-57.

MAURYA, O.P. Unemployment in India and abroad. Eastern Economist, 76 (II) 13 Mar. 81, p.658-61.

UNITED NATIONS

BEIGBEDER, YVES. Current staff problems in UN Secretariats. International Review of Administrative Sciences, 46(2) 80, p.149-59.

Staff in UN organisations are facing a number of problems. These relate to salary and pensions, security of employment, career and promotion prospects, staff representation, grievances, strikes, and legal aspects. The personnel policy of UN and other inter-governmental organisations is subject to the constraints of a balanced geographic distribution and to the pressures of Member States on recruitment and promotion. This article is an attempt to review the problems and pressures currently faced by UN Secretariats, and then describe staff reactions to such pressures and assess their relevance and impact.

U.S.A.—SOCIAL POLICY

WESTHUES, ANNE. Stages in social planning. Social Service Review, 54(3) Sept. 80, p.331-43.

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NARYANA RAO, K.V. and N.Y. NAIDU. Panchayati raj finances and

their management in Andhra Pradesh. Rural Development Digest, 4(1) Jan. 81, p.1-69.

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NARAYANA RAO, K.V. and N.Y. NAIDU. Management of panchayati raj finances. Behavioural Sciences and Rural Development, 4(1) Jan. 81, p.1-96.

PANDYA, J.N. (Sardar Patel Univ., Vallabh Vidyanagar). Panchayati raj at cross-roads. Mainstream, 19(19) 10 Jan. 81, p.11-13.

This is an attempt to analyse the functioning of Panchayati Raj institutions in Gujarat. The three-tier system of PR introduced under the Panchayat Act, 1961, combines several features of the Maharashtra and Rajasthan systems. The 1961 Act has been amended from time to time as a result of recommendations made by several study groups and high-power committees. The working of PR in Gujarat has received all round praise. Sufficient powers and resources have been provided by the State Government and more and more developmental functions are assigned to PR institutions. Elections to these grassroot bodies have been held regularly throughout. PR institutions have played excellent role in developmental activities. However there are some problems. Keeping political parties away from PR bodies has become acute. The parties are taking active part in taluka and zilla panchayat elections. The problem of transfers is a headache in PR administration. The PR institutions should be encouraged to take up timebound programmes for rural development.

PATIL, R.K. A plea for village self-

government. Radical Humanist, 44(12) Mar. 81, p.20-4.

Village Self-government means that the village unit governs itself and is not governed by others. Such Self-government is conspicuous by its absence in all the States in India. Some examples are given to show that the panchayats have no authority to organise their life as they like. Practically nothing has been done to endow village panchayats with sufficient powers and authority to enable them to function as units of Self-government. Some measures are suggested to restore to the village panchayats their pristine power and authority, to enable them to function as units of Self-government as envisaged by Article 48 of the Constitution of India.

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WAGES

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WATER, UNDERGROUND

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schemes. *Journal of Indian Water Works Association*, 13(1) Jan.-Mar. 81, p.1-6.

WATER METERS

PATWARDHAN, S.S. Universal metering for urban rural towns: a case study. *Journal of Indian Water Works Association*, 13(1) Jan.-Mar. 81, p.1-9.

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SALTZSTEIN, GRACE HALL. Federal influence on personnel policy-making: changes in female representation in municipal governments. *Urban Interest*, 2(1) Spring 80, p.82-6.

SINGH, T.R. and KAMAL SINGH. Promoting self-employment among rural women. *Kurukshetra*, 29(10) 16 Feb 81, p.24-5.

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BOOK NOTES

ANAND, V.K. Conflict in Nagaland: a study of insurgency and counter-insurgency. Delhi, Chanakaya Publications, 1980. 268p. Rs. 70.00

Based on years of field research and experience of active service in the Corps of Engineers, Indian Army, the author offers an authentic account of the conflict in Nagaland within the conceptual framework of insurgency and counter-insurgency. The reference to insurgencies in other parts of the world provides an international context for the study of the problem in Nagaland. Beginning with the Nagaland scenario in 1946, the study traces the growth and ramification of the conflict through the next two decades to the gradual evolution of a political settlement in the seventies. However, the author cautions against too much optimism about peace which may be elusive. The postscript indicates a connection between the Nagaland insurgency of yesterday and the mounting strife in the north-eastern region today.

ASIAN AND PACIFIC DEVELOPMENT ADMINISTRATION CENTRE. Asian civil services: development and trends; ed. by Amara Raksasataya and Heinrich Siedentopf. Kuala Lumpur, APDAC, 1980. 566p.

Conscious of the need to develop their civil services in order to carry out the arduous tasks of economic and social development, the governments of the developing countries of Asia have been making efforts in recent years to strengthen and modernize their civil service systems. With a view to study the developments in the civil services of Asian countries over the last twenty years, a meeting of representatives of selected governments was convened in 1978 in which the research design was approved. On the basis of that design ten country studies were commissioned in Bangladesh, India, Indonesia, Korea, Malaysia, Pakistan, the Philippines, Singapore, Sri Lanka, and Thailand. An expert from Japan working in APDAC also contributed a paper on the Japanese civil service system. This volume contains those eleven country studies. It also contains two papers prepared by the two editors, giving their views from an Asian and European perspective respectively, in regard to civil service management.

AVASTHI, A. Central administration. New Delhi, Tata McGraw-Hill, 1980, 328p. Rs. 96.00.

The book discusses in depth the structure of the Government of India, by illustrating comprehensively the basic understanding of the administrative

system. Starting with the historical perspectives, the author goes on to discuss the existing situation and possible future prospects. The study covers some important topics such as, Evolution of Indian administrative system, Framework of Indian Polity, the Prime Minister as Political Chief and Real Executive, Cabinet and its Committees, Cabinet Secretariat, Administrative Change, and Accountability. Comparative approach is used in presenting various institutions, agencies and organisations of government with their counterparts in U.K.

BANERJEE, DIPASRI. Aspects of administration in Bengal, 1898-1912. New Delhi, Rajesh Publications, 1980. 295p. Rs. 90.00

This is an attempt to study the administration of Bengal, from the beginning of Lord Curzon's Viceroyalty to the annulment of the partition of Bengal. Apart from an exhaustive treatment of the partition and its annulment, the author deals with centre-province relations, working of the legislature, separation of judiciary and executive, administration of justice, police reforms, and other relevant subjects. The entire narrative is practically based on official documents, published and unpublished.

BLAICKIE, PIERS. Nepal in crisis: growth and stagnation at the periphery, by P. Blaikie, John Cameron and David Seddon. Bombay, Oxford Univ. Press, 1980. 311p. Rs. 80.00

This book arose out of a research project funded by the Ministry of Overseas Development in the United Kingdom to investigate the economic and social effects of the building of three roads in west-central Nepal. The authors are three of the co-directors of that project. The core of the book is a socio-economic study of the west-central region of Nepal, with special reference to the effects of road construction, but the authors generalise from this to give a picture of the situation in Nepal as a whole and draw conclusions about the relations of dependency that may hold between different countries and different elements within a single country. While Section I gives a background to the meaning of underdevelopment in the case of Nepal, Sections II & III concentrate upon west-central region. The major conclusion is that there *have* been significant changes in the Region, but these are either inadequate indigenous responses to the current crisis, or exogenously generated changes which fail to alter the fundamental characteristics of underdevelopment. The provision of metalled roads is used as an example to show that given the lack of sufficiently radical improvements in the basic productive capacity, an infrastructural investment cannot have a significant effect in promoting economic development. Also gives a ten-page bibliography.

BOWLER, I.R. Government and agriculture: a spatial perspective. London, Longman, 1979. 127p. £ 4.50,

The making of an agricultural policy is more difficult today than ever before. Falling energy supplies together with a continuously rising world demand for agricultural products have made the problems even more complex. Government policy making for agriculture has attracted less attention from

geographers than it deserves. This book examines the relationship between the public powers and the agricultural producer from a geographical point of view. The various types of policy measures adopted by the government are discussed and their geographical implications for the nature and distribution of farming practice are illustrated. A case study presents an in-depth analysis of postwar British agricultural policy and traces the effects of the three major types of state support, namely, guaranteed prices, production subsidy, and investment grants. There is a ten-page bibliography.

BRYM, ROBERT J. *Intellectuals and politics*. London, Allen & Unwin, 1980. 87p. £ 3.50.

This essay analyses the relationship between intellectuals' social locations and their political orientations. It provides a critical discussion on the various sociological views of intellectuals and specifies some of the social conditions which encourage intellectuals to follow various directions on the political compass (towards moderation or radicalism; democratism or elitism; leftism or rightism). The author demonstrates in a theoretically integrated manner that intellectuals are not, as has frequently been claimed, either socially rootless or necessarily tied to one particular class or group within society. Grounded in data drawn from a wide range of empirical cases, this study is an exercise in the construction of a substantive sociological theory. This is publication number nine in the series "Controversies in Sociology".

CAMPBELL, COLIN. *The superbureaucrats: structure and behaviour in central agencies*, by Colin Campbell and George J. Szablowski. Toronto, Macmillan, 1979. 286p. \$ 10.95.

In the last decade the balance of power in Canada has shifted, with the public service growing in influence at the expense of elected politicians. A feature of that growth has been the expansion of central agencies. These agencies perform functions which directly affect all other government departments. They frequently develop policies which other departments must follow. To penetrate the veil of secrecy surrounding these agencies, the authors interviewed ninety-two senior officials in five agencies—the Prime Minister's Office, the Privy Council Office, the Federal Provincial Relations Office, the Department of Finance, and the Treasury Board Secretariat—and have produced a fascinating picture of "the Superbureaucrat", a bright, well-educated, ambitious, upwardly mobile and highly political animal. Along the way, they also tell us a very great deal about the inner workings of government. Their findings indicate that these officials understand "the system" so well that they can sometimes manipulate it even more effectively than cabinet ministers are able to do. In the last chapter the authors have summarized the findings and have proposed reforms in personnel development, organisational structure, and mechanisms for accountability to improve performance of central agencies.

COALDRAKE, O.P. *Relocating government employment: recent Commonwealth and state experience*. Canberra, Centre for Research on Federal Financial Relations, Australian National University, 1979. 116p.

During the 1970s, several governments in Australia attempted to use public sector employment as a deliberate tool of decentralisation policy. This monograph examines these recent attempts, which involved the relocation in selected suburban and provincial locations of units of either Commonwealth or State government employment. The various transfer initiatives are described, and an assessment is made of the importance of the political, administrative and social constraints which have hindered the successful implementation of relocation initiatives. These include: the policy *raison d'être*, changing government priorities and commitment, the development of administrative and consultative machinery to effect initiatives, and the reactions of unions and individual staff members to transfer proposals. Finally, the monograph explores the prospects for successful implementation, should such transfer proposals be contemplated in the future.

DAYA KRISHNA. Indian farmer at crossroad. New Delhi, Swan Publishers, 1980. 207p. Rs. 60.00.

This book gives an account of the problems of unemployment, low wages and indebtedness which have resulted in progressive impoverishment of the rural population, and the flight from village. It describes how the rural poor have not been able to partake of the benefits of various general development programmes and the programmes launched exclusively for their benefit. The progress and problems of programmes for small farmers, agricultural labourers and the bonded labourers, as also the programmes for dry areas, hill areas and tribal areas have been described. Information in regard to foodgrains production, land reforms, farmers' training and extension efforts is given under separate chapters.

DESHPANDE, C.D. Impact of a metropolitan city on the surrounding region: a study of South Kolaba, Maharashtra, by C.D. Deshpande, B. Arunachalam and L.S. Bhat. New Delhi. Concept, 1980. 142p. Rs. 38.60.

This study portrays the spatial processes of development leading to demographic imbalance and economic stagnation of South Kolaba, a part of Konkan coastal region of Maharashtra, which is under the dominant influence of the metropolitan city of Bombay. The inherent poverty of the resource base and increased transport and communication facilities without complementary economic inputs have pushed the region into a "vicious circle of poverty-out-migration-poverty". This is brought out through rigorous analysis of secondary data supplemented by sample survey of migrant families both in South Kolaba and Bombay. Throughout the study the focus is on spatial processes of development and the distortions in spatial organisation of the economy portrayed through imbalances in the rural-urban relationship.

DIXON, RUTH B. Rural women at work : strategies for development in South Asia. Baltimore, Johns Hopkins Univ. Press, 1978. 227p. \$ 15.00.

Problems of persistent poverty and high birth rates appear to be inextricably bound together in developing countries. This report proposes that a promising point of intervention in the circle of rural poverty and high fertility in economically stagnant rural economies is through women, specifically through upgrading

women's productive activities from the household and subsistence sectors to income-generating employment outside the home. The countries of South Asia under discussion are India, Pakistan, Bangladesh, and Nepal. It is argued that non-agricultural employment that expands the range of economic and social rewards available to women outside the home can promote rural development, raise the status of women, and alter reproductive behaviour. Furthermore, programmes specifically incorporating women as decision makers and beneficiaries should stimulate more immediate and direct social and economic changes than would similar programmes aimed primarily at men. The argument is substantiated by statistical studies and case examples. Thirteen pages are devoted to bibliographic references.

EVANS, DONALD D., ed. *Appropriate technology for development: a discussion and case histories*, ed. by D.D. Evans and Laurie Nogg Adler. Boulder, Westview Press, 1979. 482p. £ 15.95.

This analysis of appropriate technology first explores the concept of development in terms of needs, characteristics, and theories and then examines the pivotal role of technology in the developmental process. The twenty contemporary case histories illustrate specific instances of applied technology, not necessarily as examples of successful application, but as subjects for critical review. They are followed by an analysis of the cases and an extensive annotated bibliography. The purpose of this publication is twofold. First, it seeks to present an overview, a synthesis, of contemporary thought on the relationship between technology and the economic development of those nations which, for various reasons, have not fared as well as others. Second, it provides cases of the application of technology in locations throughout the world. This is done to present more detailed information than the case literature typically yields.

FAUNDEZ, JULIO, ed. *The nationalisation of multinationals in peripheral economies*; ed. by J. Faundez and Sol Picciotto. London, Macmillan, 1978. 238p. £ 12.00.

A major phenomenon of our time is the glaring contradiction between the aspirations of peoples, especially in the periphery of the world economy, and the growing power of the multinational companies which increasingly dominate that world economy. One form which that contradiction takes is the conflict between the nation-state and the multinational, an important manifestation of which is the nationalisations which have taken place in many countries. The transfer of ownership conceals a process of negotiation and conflict over questions such as lawsuits over marketing, the evaluation of compensation, different forms of state participation, parliamentary and bureaucratic complexities, and the difficulties of giving a broader social and political content to the new managerial policies. This book consists of original and complementary studies of these questions and attempts to place the technical details within a broader political perspective.

FRY, GEOFFREY K. *The growth of government*. London, Frank Cass, 1979. 295p. £ 9.95.

This study of the growth of government in Britain since 1780 relates to changing ideas about what the State should do, to what government has come to do,

and relates them all to the machinery available. The first part analyses the ideas of economists and political philosophers that have been an important influence in helping to create the climate of opinion about what the role of the State should be. The second part examines the development of the machinery of government in Britain over the past two hundred years in relation to its functions and against the background of the preceding consideration of changing ideas about the role of the state. The traditional functions of government are examined but most attention is given to the machinery and functions of government in relation to the economy and social provision as these are the main areas of controversy about the role of the state, and where changes in that role have been more marked. A seventeen-page bibliography is also presented.

GAURI SHANKAR, V. *Taming the giants: transnational corporations*, New Delhi, Vidya Vahini 1980. 275p. Rs. 80.00.

This book is virtually a reproduction of doctoral thesis submitted to the Jawaharlal Nehru University in 1979. It is an analytical study of the problems posed by the activities of transnational corporations in the international arena and the regulatory mechanism that may be necessary to tame these commercial giants. It examines the impact of these corporations from many angles, namely, political, economic, social, environmental and legal, with due emphasis on problems relating to technology transfer and restrictive trade practices. Apart from the legal and administrative control devices by nations and international agencies the study deals with the risks and dangers to which a developing nation would be exposing itself by extending an open invitation to the multinationals which are constantly changing the strategies. There is a thirty-five page bibliography.

HAAS, DAVID F. *Interaction in the Thai bureaucracy: structure, culture, and social exchange*. Boulder, Westview Press, 1979. 180p. £ 12.50.

Presenting the results of seventeen months of field research, this study describes and compares the patterns of social exchange of two groups of Thai officials: district-level bureaucrats and physicians in a provincial hospital. Using a unique combination of anthropological field data and survey research, the author describes the effects of the government's counterinsurgency efforts on the behaviour of local officials and on their relations with villagers and provincial merchants. The chapters on physicians contain the discussions of the meaning of professionalism in non-Western societies.

HOPKINS, RAYMOND F., ed. *Food, politics, and agricultural development: case studies in the public policy of rural modernization*; ed. by R.F. Hopkins, Donald J. Puchala, and Ross B. Talbot. Boulder, Westview Press, 1979. 311p. £ 16.50.

The politics of agricultural development interact in important ways with the social and economic aspects of modernization. Indeed, agricultural policy issues and their resolution probably lie at the heart of forces shaping the future political and economic landscape in most developing countries. This collection of studies on the politics of agricultural development in key countries and regions of Asia and Africa focuses on the political forces that

have shaped the development of new agricultural patterns and have modernized rural areas. The studies substantiate the assertion that political rather than technical factors hold the key to improved agricultural and economic development, and emphasize the need for steady and significant increases in food production in the developing countries themselves.

HUTCHINSON, GEORGE. The last Edwardian at No. 10: an impression of Harold Macmillan. London, Quartet Books, 1980. 151p. £ 6.50.

Macmillan was a contentious Prime Minister. He is now frequently accused of having been an agent of inflation, preoccupied with short-lived material advance to the detriment of the longer-term national interest. He was the last Edwardian at No. 10. The author knew and served him while he was Prime Minister, and has enjoyed his friendship ever since. In this book the author has tried to convey some sense of Macmillan's essential goals and an impression of his character, his temperament, his philosophy, the flavour of his conversation, and the geniality of his company. An attempt is made to present an informal and affectionate but not uncritical impression touching on his earlier life and his retirement as well as his years of power.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Social administration: development and change, ed. by T.N. Chaturvedi and Shanta Kohli-Chandra. New Delhi, IIPA, 1980. 440p, Rs. 130.00.

Social administration as a branch of public administration is comparatively a new subject and so the literature on this subject is scarce in this country. This volume dealing with different facets of social administration, is published in honour of Professor V. Jagannadham, who as Professor of Social Policy and Administration did a good deal of pioneering work. Though there is variation in the emphasis, contents, coverage and approach of the contributors, the volume provides an easy and informal coverage of the important aspects of social planning and administration. There is a twelve-page bibliography.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Implementing programs of human development, ed. by Peter T. Knight. Washington, D.C., IBRD, 1980. 372p.

Political support, finance, administration and demand (the way families and individuals respond to services) are crucial linked factors in improving education, health, hygiene and nutrition, especially in the poorest areas of the developing nations. This working paper consists of five studies prepared by different authors. The studies are: (1) Political considerations in human development; (2) Paying for economic development; (3) The administration of human development; (4) Social and cultural influences on human development policies and programs; and (5) The role of the family: a neglected aspect of poverty. These studies are written from different disciplinary perspectives—political science, public finance, and public administration respectively for the first three, and a combination of sociology and social anthropology for the papers on socio-cultural influences and the role of the family. This is World Bank Staff Working Paper No. 402.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Population policy and family planning programs : trends in policy and administration, by Kandiah Kanagaratnam and Catherine S. Pierce. Washington, D.C., IBRD, 1980. 22p.

This study attempts to summarize recent trends in population policy and examines some of the main administrative problems likely to be encountered in the delivery of family planning services in the next few years. This is World Bank Staff Working Paper No. 411.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Rural poverty unperceived : problems and remedies, by Robert Chambers. Washington, D.C., IBRD, 1980. 5lp.

The thesis of this paper is that there are major obstacles to perceiving the nature and the extent of rural poverty in developing countries. The conclusion is that reversals of current positions and practices are required if the obstacles are to be surmounted, if the nature and the extent of rural poverty are to be truly appreciated, and if future actions are to be tailored to the actual needs of the rural poor. This is World Bank Staff Working Paper No. 400.

JAGJIVAN RAM. Caste challenge in India. New Delhi, Vision Books, 1980. 120p. Rs. 50.00.

The problem of the scheduled castes in India has indeed assumed a menacing proportion in the recent years. Instances of atrocities and humiliation perpetuated on this hapless section of our society have shown no sign of diminishing. In this book the author exposes the very structure of our society which tolerates, indeed perpetuates the inhumanity of oppression. This work provides an insight into the history of the caste system with its beginnings in the *Varnic* division of society in Vedic times and traces its degeneration in contemporary times into a vile, oppressive system, which is a continuing cause of misery and suffering to countless people in our country. The study includes concrete solutions and measures for the upliftment of scheduled castes and tribes.

JANNUZI, F. TOMASSON. The agrarian structure of Bangladesh : an impediment to development, by F.T. Jannuzi and James T. Peach. Boulder, Westview Press, 1980. 150p. £ 11.95.

The relationship between the agrarian structure of Bangladesh and its problems of rural development is established in this study based on four years (1975-79) of field research. The authors suggest that the concentration of land in the hands of a rural elite is the principal impediment to the participation of weaker sections of the peasantry in economic progress. Tracing the failure of local attempts to change Bangladesh's agrarian structure by legislative means, they outline a modified programme for rural development that is linked to agrarian reform. Approaches to rural development in Bangladesh that place reliance on new agricultural technology without first changing the institutions that determine people's relationships to the land are not viable. The authors' policy recommendations are supplemented by a theoretical analysis of the

institution of sharecropping and detailed fieldwork methodology. The book also contains a six-page bibliography.

JHA, L.K. Economic strategy for the 80s. New Delhi, Allied, 1980. 152p. Rs. 50.00.

This book provides an insight into the ills of Indian economy and puts forward wide-ranging proposals to revamp the economic strategy in the coming decade. The study outlines ways to operate controls without aggrandisement of the bureaucracy; to fight inflation without curbing investment; to generate employment without making two men to do the work of one; and to develop indigenous technology without denying ourselves access to external technology. The author's main concern is with what needs to be done to make the development process more responsive to the people's preoccupations. The emphasis is primarily on the techniques of economic management, on getting the utmost out of investments, old and new, in order that scarcities and high prices may not keep recurring and enough job opportunities should arise to enable the people to meet their basic needs.

KANTOWSKY, DETLEF. Sarvodaya : the other development. New Delhi, Vikas, 1980. 228p. Rs. 75.00.

The first part of this book describes the development of the Sarvodaya concept: from Ruskin's *Upto this Last* and Gandhi's village development theory, via Vinoba Bhave's Bhoodan and Gramdan, to Jayaprakash Narayan's Total Revolution and the adaptation of selected elements of the Indian concept to a Buddhist environment by the Sarvodaya Shramadana Movement in Sri Lanka. In the second part the practical achievements of Sarvodaya in India and Sri Lanka are reviewed and related to the wider context of rural development in both countries. The author argues that Sarvodaya's practical performance has not invalidated its concept as the movement has never really been given the chance to put it into practice. The third part brings an analysis of the general significance of the Sarvodaya concept for another global development. Arguing from a Buddhist point of view the author shows in the final chapter that Sarvodaya must be seen as an individual, and not as an institutional strategy for emancipation in the service of all. Sarvodaya is also highly relevant for development thinking in the West. This will become only too obvious during the Third Development Decade, which will reveal the final collapse of the modernization paradigm and its related strategies. There is an eight-page bibliography.

KERALA. Municipal Finance Commission, 1973. Report. Ernakulam, Govt. Press, 1977. 298p.

This Commission headed by N. Gopalakrishnan Nair was appointed in 1973. The terms of reference are: (1) Assessment of the existing municipal services and amenities and their cost, (2) Assessment of the cost of the existing municipal services and amenities at satisfactory standards, (3) Assessment of the gap between the existing resources and the cost of services and amenities at satisfactory standards, (4) Assessment of the degree of exploitation of existing local taxes by the urban local bodies and possibilities of improving them, (5) Examination of the present municipal taxation structure and suggestions for modifi-

cations for augmenting the resources of the urban local bodies, (6) Examination of possibilities for raising non-tax revenues, (7) Suggestions for the basis of government grants to urban local bodies, (8) Fixation of water taxes and water charges so that urban local bodies can meet the cost of maintenance and distribution and also repay the loans taken from Life Insurance Corporation, (9) Arrears due to government from the local bodies as on March 31, 1973 and steps to be taken to clear these arrears as well as to ensure that arrears do not accumulate in future.

KERALA, STATE PLANNING BOARD. A study on development administration in Kerala State. Trivandrum, the Board, 1980. 103p.

The structure, strength and quality of the administrative machinery are the decisive factors in successful execution of plans. In spite of the massive growth in the administrative set-up, the general impression is that the quality of administration has deteriorated. Greater public participation in administration, decentralisation of powers; better coordination machinery, improved staff training, planning from grass-root level, etc., have been suggested to tone up the administration. For this study the Committee on Development Administration, constituted in 1959, selected two districts, Malappuram, a comparatively backward district, and Ernakulam, a comparatively forward district. The scope of the study includes an investigation into the actual position regarding availability of technical personnel of various qualifications and their equation with the developmental programmes. The strength, qualifications, and job content of the staff is analysed with a view to offer suggestions regarding rationalisation and redistribution of the existing staff.

KHAN, M.A. History of British administrative system in India: (the formation and administration of the Central Provinces, 1858-1870). Raipur, Library Publications, 1979. 170p. Rs. 60.00.

In this book dealing with the development of administrative system in the Central Provinces, the author has presented the substance of his doctoral thesis. It gives a detailed account of the administrative set-up developed by British officers during the first decade of the formation of Central Provinces. It involved the harmonizing of rules and regulations obtaining in different territories which in 1861 were brought under a uniform system. Giving the historical background of the reorganisation of different departments, the author goes into the details of the departments of Revenue, Justice, Police, and Education. The study based substantially on wide range first-hand materials, mainly archival in nature, throws fresh light on the administration of Central Provinces.

KHAN, M.Y. Indian financial system: theory and practice. New Delhi, Vikas, 1980. 366p. Rs. 95.00.

The process of industrial growth requires the development of a capital market capable of meeting the requirements of credit and finance of the private entrepreneurs. This study attempts to present, against the background of the planned growth of industry, a comprehensive account of the main strands in the development of the Indian capital market since 1951 on the basis of informa-

tion from widely scattered original sources. It contains a judicious mixture of theory and practice. The book is divided into seven parts. (1) The background; (2) Investment trust companies; (3) Insurance organisations; (4) Development banking; (5) Commercial banks and industrial finance; (6) Securities market; and (7) Conclusions.

LEWIS, EUGENE. Public entrepreneurship: toward a theory of bureaucratic political power. Bloomington, Indiana Univ. Press, 1980. 274p. \$ 22.50.

The author defines public entrepreneur as "a person who creates or profoundly elaborates a public organization so as to alter greatly the existing pattern of allocation of scarce public resources. Such persons rise and succeed in organizational and political milieus which contain contradictory mixes of values received from the past. Public entrepreneurs characteristically exploit such contradictions". The theory of public entrepreneurship is developed by looking at the organizational lives of Hyman Rickover, J. Edgar Hoover, and Robert Moses. The author concludes that public entrepreneurs inevitably reduce the significance of traditional politics and thereby alter the face of democracy itself.

MABOGUNJE, AKIN L. The development process: a spatial perspective. London, Hutchinson Univ. Library, 1980. 383p. £ 5.50.

The development process is today a cause of great concern throughout the Third World. In country after country, development planning has created, for a substantial proportion of the population, conditions of deprivation and degradation. Often these unhappy conditions are in acute contrast to the wealth of an urban minority. This book provides an interpretation of present developments and events in Nigeria, an important developing country. Although the text has relevance for all developing countries, it has a special orientation to the experience of African nations. With prominence given to intra-national space-economy, the net result is a package of policy prescriptions differing significantly from that which is normally offered. The thrust of this volume is on how to use spatial forms, structures and organisations to concentrate the energies of people in underdeveloped countries to engage in their own development.

MACRAE, STUART. Public administration: an introduction, by S. MacRae and Douglas Pitt. London, Pitman, 1980. 226p. £ 4.50.

This book, an introductory outline to a theme, is about the processes and procedures of government as they are discernible here and now. The authors have endeavoured to probe beneath the surface of events to look for underlying principles. This textbook provides a new introductory approach to a subject of growing interest and importance. Public administration is examined analytically and the general theme of change is developed throughout. The considerable reforms of the past twenty years are put into perspective and are seen as part of this process of change. The text is well illustrated with charts and diagrams, and questions at the end of

each chapter test comprehension. An appendix provides projects and assignments for group work.

MAHESHWARI, B.L. Management by objectives: concepts, methods and experiences. New Delhi, Tata McGraw-Hill, 1980. 295p. Rs. 48.00.

Management by objectives is an instrument of organisational and managerial effectiveness and is one of the approaches to development of organisations. This book is written for experienced managers and attempts to communicate the experiences and insights of the author. Besides discussing the concepts and methods of Mbo, it also presents the experiences of about twenty-five Indian organisations. The book is divided into two parts with eight chapters each. While concepts and methods are discussed in Part I, the experiences of selected organisations and change agents are presented in Part II. The book also deals with the strategies and issues of Mbo implementation and the roles of external and internal change agents. An eleven-page bibliography is presented in the end.

MARGACH, JAMES. The anatomy of power: an enquiry into the personality of leadership. London, W.H. Allen, 1979. 164p. £ 5.50.

This book tells what the last twelve Prime Ministers were really like in flesh and blood, at the peak of their powers. The author knew each of them well, both personally and professionally during nearly fifty years as a political newspaperman, mostly for the Sunday Times. The Premiers have been grouped as they appeared to the author, in terms of the essential qualities which go to make up the elusive personality of leadership: luck, ambition, courage, vision and idealism, management, ruthlessness and cruelty. The last chapter — 'The Lobby' — is devoted to the mystique, working customs and future of the Westminster media men and women who are the outsiders operating as insiders in constant contact with government, Whitehall and politics.

MEHROTRA, N.C. Political crises and polls in India. New Delhi, Deep and Deep Publications, 1980. 152p. Rs. 40.00.

This is an attempt to make an analytical and critical study of the election politics in India in the background of the polls for the Seventh Lok Sabha in Jan. 1980 and the nine State Assemblies in May 1980. An attempt is also made to make a comparative study of the poll verdicts since 1952 with the help of different tables. The book also throws light on election issues, strategies, voting behaviour, voter turn-over, etc.

MOHAPATRA, P.C., ed. Tribal problems of today and tomorrow; ed. by P.C. Mohapatra and D. Pande. Bhubaneswar, Modern Book Depot, 1980. 19+78+55p. Rs.100.00.

The Sabari Cultural Society which aims at the development of the tribal population in backward regions of Orissa in general and that of Koraput district in particular convened a Seminar on "The problems of the socio-economic and educational development of the tribal population in backward regions of Orissa" from 16th to 18th Dec. 1977 at Bhubaneswar. Eminent

- anthropologists, educationists, economists, administrators, planners, social workers representing the tribal and harijan communities and statesmen of the state were brought together in the Seminar. In all twenty-four papers were presented. This volume brings together those papers under three sections; (1) Socio-anthropological approach, (2) Agro-economic problems, and (3) Educational problems. Summary of recommendations is presented in the end.

MUKHARYA, P. S. The administration of Lord Auckland in India, 1836-42. Calcutta, Ratna Prakashan, 1980. 227p. Rs. 42.00.

The period of Lord Auckland's Governor-Generalship is a momentous epoch in the history of the evolution of internal administration in India. This study gives a comprehensive account of the problems and policies of the Company's government in India during Auckland's period. Starting with general administration, the author has discussed the legislative reforms, Black Act, judicial administration, police and prisons, financial and revenue administration, trade and commerce, banking and currency, transport and communications and military administration. This study is primarily based on records of the National Archives of India and other published and unpublished documents. It is a revised version of a thesis submitted to A.P.S. University of Rewa. Also gives a nine-page bibliography.

RAINA, ASOKA. Inside RAW: the story of India's secret service. New Delhi, Vikas, 1981. 114p. Rs. 35.00.

The Research and Analysis wing (RAW) of the Cabinet Secretariat has been highly criticised during the short span of the twelve years of its existence. The general belief that RAW has had more failures than successes is incorrect. The events narrated have already taken place. Actual operations are described to illustrate a point of view which the author considers necessary in spelling out the story of RAW. The material presented is based on personal notes, conversations, press reports, journals and books. A select list of books and journals consulted is presented.

RAMACHANDRAN, H. Village clusters and rural development. New Delhi, Concept, 1980. 164p. Rs. 60.00.

This study is a part of the larger ongoing research project started by the Institute for Social and Economic Change, Bangalore, on the Integrated development of Tumkur district in Karnataka. This book outlines the cluster concept and its use in development planning. It puts forward a definitive method of identifying clusters of villages that could form the unit area for micro-level planning. The author develops a case for treating micro-units as a part of the larger economic system rather than as a closed unit. Realising the dominance of vertical links in the settlement system that only help an exploitative mechanism, the book stresses the importance of lateral links and stronger interactions between contiguous villages. The basic idea is to treat the numerous small villages of the country as a community of smaller clusters of contiguous villages.

RAYAPPA, P. HANUMANTHA. Employment planning for the rural poor: the

case of scheduled castes and scheduled tribes, by P.H. Rayappa and Deepak Grover. New Delhi, Sterling, 1980. 114p. Rs. 45.00.

This work focuses on the problem of employment among weaker sections in India. In particular, the emphasis is on scheduled castes and scheduled tribes. These two groups constitute the core among the weaker sections in India. The study deals with some of their characteristics as compared to the general population in the country, their participation in work, unemployment and a critical review of plan schemes were designed to help them. An attempt has been made to put together as much evidence as available from several sources including censuses, surveys, and several other studies. Also gives six-page bibliography.

SINGH, ANDREA MENEFEE. The urban poor: slum and pavement dwellers in the major cities of India, by A.M. Singh and Alfred de Souza. New Delhi, Manohar, 1980. 142p. Rs. 60.00.

This study is designed to provide a broad overall view of the present situation of slum and pavement dwellers in four major cities of India—Delhi, Calcutta, Bombay and Madras. The study presents as accurate a picture as possible of urban conditions as they exist, and brings out the policy, planning, and programme implications of the findings, with emphasis on the basic human needs and priorities of the people who live in the slums and on the pavements of India's major cities. The major social indicators highlighted in this book—population, migration, housing, social organisation, health and nutrition, education, employment, and income—focus specifically on their implications for policy and programme design for the urban poor who are overwhelmingly in the informal urban sector. An eleven-page select bibliography is also presented.

SINGH, NAGENDRA. Juristic concepts of ancient Indian polity. New Delhi, Vision Books, 1980. 200p. Rs. 65.00.

This book comprises the two lectures delivered by the author on 26 and 27 September 1979, in the fourth series of Sir B.N. Rau Memorial Lectures, organised by the Institute of Constitutional and Parliamentary Studies. In tracing the historical variations of our ancient juristic concepts, the study describes their evolution during the Vedic period, and their modifications during the later imperialistic periods, with particular notice of the tremendous impact of Buddhism during the reign of Ashoka. The study goes into the ancient legal, constitutional and administrative concepts, the kinds of law prescribed, and the priorities in the application of the law in any given case.

SINGH, SHAILENDRA, ed. Union-state financial relations in India, with special reference to the underdeveloped states. New Delhi, Sterling, 1980. 143p. Rs. 50.00.

This book consists of papers presented at the Seminar on Union-State financial Relations organised by the Department of Economics of the University of Lucknow in Feb. 1978. The primary purpose of the Seminar was to arrive at

certain guidelines which might have proved useful for the work of the Seventh Finance Commission. The recommendation reached at the Seminar were accordingly sent to the Commission which took note of the same as mentioned in the introduction to their report. The book is in four parts. First part is an introduction. The second one consists of Six papers. Recommendations of the Seminar are presented in the third part while in the last one the editor has analysed the observations and recommendations of the Seventh Finance Commission.

SINHA, HARISHANKAR PRASAD. The government of Bihar : a study of the Secretariat. New Delhi, S. Chand, 1980. 212p. Rs. 100.00.

In this book, based on his Ph.D. thesis, the author has tried to trace the genesis, growth, and development of the Secretariat organisation in Bihar. While doing so, two questions have remained uppermost in his mind. How far the constitutional set-up determined the nature of the organisation of the Secretariat and its working, and what was the impact of the representative element in the government over this administrative organisation. Throughout the book there is an attempt to find answers to these questions. The six chapters in the study deal with: (1) Structural growth of the Secretariat, (2) Conduct of business in the Secretariat, (3) Allocation of subjects, (4) Personnel system, (5) Secretariat and the political executive, and (6) Conclusion. The Postscript contains a brief survey of the developments in the Secretariat since 1947 and a discussion of its present-day problems. Also contains a five-page bibliography.

SRIVASTAVA, MEERA. Constitutional crisis in the states in India. New Delhi, Concept, 1980. 220p. Rs. 60.00.

Frequent use, after 1967, of Article 356 of the Constitution of India, resulting in President's Rule has affected not only the working of the federal system as was envisaged in the constitution but also the working of the parliamentary system which has raised certain constitutional controversies. This book which was accepted by the Magadh University for the award of the Ph.D. degree in Political Science seeks to analyse the circumstances and the forces leading to the breakdown of the operative constitutional machinery in some of the states. The problem of imposition of President's Rule has been studied from three aspects. The first is the theoretical or constitutional approach. The Articles concerning the different types of Proclamation of Emergency have been discussed threadbare. The second is the implementation of the theoretical provisions of the Constitution. The third is the various implications and constitutional developments which have raised certain fierce controversies. The postscript discusses certain new amendments which are vital to the central theme of the book. There is a thirteen-page bibliography.

SWEE-HOCK, SAW, ed. Economic problems and prospects in Asean countries; ed. by Saw Swee-Hock and Lee Soo Ann. Singapore, Singapore Univ. Press, 1977. 195p. \$ 10.00.

In August 1967 the five Southeast Asian nations of Indonesia, Malaysia, the Philippines, Singapore and Thailand met in Bangkok and decided to form the Association of Southeast Asian Nations (Asean). The Seminar on Economic Problems and Prospects in Asean countries was hosted jointly by the Applied

Research Corporation and the Department of Economics and Statistics, Nanyang University, during 3-4 September 1976. This publication incorporates the revised versions of almost all the papers presented in that Seminar.

VIVEKANANDA, M. Planning unit areas for integrated rural development. New Delhi, Ashish, 1980. 74p. Rs. 35.00.

This study was completed by the author when he was a member of the Tumkur project, initiated by the Institute for Social and Economic Change, Bangalore. Using the field data relating to a large sample of villages, this study takes a comprehensive look at the question of rural amenities, their location and hinterlands. The study also covers the spatial pattern of movement of rural people for marketing and employment. The focus of the analysis is on the concept of cluster of villages and its relevance and usefulness in planning for provision of rural amenities. The amenities are classified into those which could be brought down to the cluster level and those which have to be placed at the higher level of settlement hierarchy.

WEINSTEIN, DEENA. Bureaucratic opposition : challenging abuses at the workplace. New York, Pergamon, 1979. 145p. \$ 16.00.

This book is an attempt to show that contemporary bureaucratic organizations are not only administrative entities but are also political structures in the sense that power, conflict, and domination are normal within them. The specific means used to demonstrate this general thesis is the study of oppositions to administrative authority by subordinates whose activity is not officially legitimate. Bureaucratic opposition is unequivocally political. There are five chapters. The first one outlines the myth of neutral administration and proposes the alternative political interpretation of organisations, drawing upon contemporary thought and research on oppositions in the polity. Second chapter systematically details the grounds or 'good reasons' for oppositions, their normative justifications. The third and fourth chapters add the 'empirical' dimension, detailing the barriers that oppositions confront in getting underway and the strategies that they employ once they have been initiated. The last chapter analyses some of the responses to oppositions by the official hierarchy and discusses some of the policies that have been proposed to eliminate the abuses uncovered by dissidents or to 'institutionalise' dissent. There is a ten-page bibliography.

WONG, JOHN, ed. The cities of Asia: a study of urban solutions and urban finance. Singapore, Univ. Press, 1976. 450p. \$ 35.00.

This volume is the product of the International Seminar on Urban Land Use Policy, Taxation and Economic Development, held in Singapore in December 1974. The Seminar papers are edited and arranged in two parts. While Part I Managing Urban Land Development is addressed mainly to the problems of urban development and urban planning centred around land use, Part II, Financing Urban Development, deals with the more technical issue of land taxation in selected Asian Cities. Major topics and issues covered in the book include high-density living in Tokyo, the green belt experiment in South Korea, 'Emergency towns' in Malaysia, land constrained urban development in Singapore and Hong Kong, urban planning and implementation

problems in Metropolitan Bangkok and Metropolitan Manila, the revenue potential of the *ipeda* in Jakarta, and the land tax structure in Taiwan.

WRIGHT, MAURICE, ed. Public spending decisions: growth and restraint in the 1970s. London, Allen & Unwin, 1980. 168p. £ 12.00.

In Britain by the beginning of the 1970s the assumption of the growth of public spending had become embedded in the machinery and processes of both local and central government. How then were the local authorities and government departments affected by the abrupt halt in the growth of public spending during the 1970s and how did they adjust to the changed circumstances of economic and financial stringency? How were the decisions made about the allocation of increasingly scarce resources when the appetite for public spending appeared to be insatiable? How did the Treasury ensure that the spending limits it established were not exceeded and what are the implications of changes in the attitudes of decision makers towards the growth of the public sector? This book is an attempt to answer these important questions. Most of the chapters originate in papers written for the Annual Conference of the Public Administration Committee in 1977.

ZELLER, RICHARD A. Measurement in the social sciences: the link between theory and data, by R.A. Zeller and Edward G. Carmines. Cambridge, Cambridge Univ. Press, 1980. 198p. £ 12.00.

For the most part, statisticians and social science theorists have pursued their work in isolation from one another. This has left a gap for students of social science, who are dependent on the coordination of their efforts. This textbook is designed to bridge this gap between the theorist and the methodologist by presenting an integrated approach to measurement. By differentiating between random and systematic error, it conveys both statistical techniques and their theoretical underpinnings essential to students of sociology and political science. By concentrating on synthesizing the methodological and theoretical realms, the authors demonstrate why measurement considerations are important to research and how measurement principles can be most effectively applied. There is an eight-page bibliography.

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ASIAN AND PACIFIC DEVELOPMENT ADMINISTRATION CENTRE. *Land Reform: Some Asian Experiences*; ed. by Inayatullah. Kuala Lumpur, APDAC, 1980. 424p. Reviewed by V.C. KOSHY. *Margin*, 13(2) Jan. 1981, p.63-6.

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- SHARMA, R.N. and SANTOSH BAKSHI. *Political Science in India: an Index to Twelve Political Science Journal in India*. Delhi, Concept, 1978. 226p. Rs. 120.00. Reviewed by SUNDER RAMAN. *Indian Political Science Review*, 15(1) Jan. 1981, p.97.
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- WADHVA, CHARAN D. *Rural Banks for Rural Development : an Analysis of the Working of Regional Rural Banks with Two Case Studies*. Delhi, Macmillan, 1980. 213p. Rs. 70.00. Reviewed by RAGHU. *Journal of the Indian Institute of Bankers*, 51(3) July-Sept. 1980, p.150-1; by G.B. KULKARNI. *Economic Times*, 8 Feb. 1981, p.7.

DOCUMENTATION IN PUBLIC ADMINISTRATION

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INDEX AND ABSTRACTS OF ARTICLES

ABSENTEEISM

STEERS, RICHARD M. and SUSAN R. RHODES. A new look at absenteeism. *Personnel*, 57(6) Nov.-Dec. 80, p.60-5.

ADMINISTRATIVE DECENTRALIZATION

GRAHAM, LAWRENCE S. (Univ. of Texas at Austin). Centralisation versus decentralisation: dilemmas in the administration of public service. *International Review of Administrative Sciences*, 46(3) 80, p 219-32.

Decentralised and centralised development models continue to carry with them a set of unexamined values and premises. The evolution of the field administration system in France, Romania, the United Kingdom and the United States is briefly discussed and the specific problems raised by a particular set of public organisations are analysed. Neither extreme centralisation or decentralisation can provide a panacea and the answer lies in determining the proper mix demanded by the situation at hand.

SETHI, J.D. Decentralise or perish. *Tribune*, 1 May 81, p.4

VERMA, S.L. State autonomy and the panchayati raj. *Political Change*, 3(2) July 80-Feb. 81, p.13-27.

In this paper, the author discusses the background of the oft repeated

demand of more powers to states and the vested interests of the state leaders to grant least possible powers to the panchayati raj bodies, even to the extent of making them non-entities. As the political elite at the state level are not likely to fill up the vacuum left by the constitutional forefathers, there is ample scope for the centre to take the initiative and devise democratic decentralisation in its own sphere and also compel the states to follow its footsteps.—*Reproduced*.

ADMINISTRATIVE REORGANISATION

LEE, J.M. (Univ. of London). The machinery of government: the prospect of redefining the issues under Mrs. Thatcher's administration. *Parliamentary Affairs*, 33(4) Autumn 80, p.434-47.

Mrs. Thatcher has not concentrated her attention on the allocation of business between ministers, yet many of the initiatives taken by herself and her ministers have been designed to break away from the inherited patterns of public administration and expenditure. She is inclined to make ministers more effective in departmental management. The policies of the present Government have laid more stress on the managerial responsibilities of ministers. Sir Derek Rayner as the Prime Minister's personal adviser on the promotion of efficiency and the elimination of waste, has encouraged departmental ministers to involve

themselves directly with their own staff in a search for valuable economics. The evidence suggests that departments are finding weaknesses in the system of financial control. It is doubtful whether the impetus gained from promoting a managerial approach among ministers will lead to major changes in departmental organisation.

AGRICULTURAL CREDIT

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UMMAT, R.C. Streamlining rural credit. Eastern Economist, 78(23) 5 June 81, p.1351-2.

AGRICULTURAL CREDIT, COOPERATIVE

VAGGANER, MALLIKARJUNA. How have PACs fared: a study. Kurukshetra, 29(17) 1 June 81, p.4-10, 16.

AGRICULTURAL DEVELOPMENT

AZAD, NIRMAL S. Agrarian production relations in Punjab, Mainstream, 19(35) 2 May 81, p.15-20.

BECKER, BERTHA K. Agriculture and development in Brazil: the expansion of the agricultural frontier; comment, by Sonia Rocha, Regional Development Dialogue, 1(2) Autumn 80, p.160-87.

GEORGE, P.S. and K.K. GUPTA. Gujarat farm development: growth and stability in output. Economic Times, 27 May 81, p.5.

ROY, PRANNOY. Transition in agriculture: empirical indicators and results (evidence from Punjab, India). Journal of Peasant Studies, 8(2) Jan. 81, p.212-41.

SEN, SUDHIR. Land and water management. Economic Times, 20 Apr. 81, p.5; 21 Apr. 81, p.7.

AGRICULTURAL MARKETING

AIYASAMI, U. and H.G. BOHLE. Market access as constraint on marginal and small farmers. Economic and Political Weekly, 16(13) 28 Mar. 81, p.A-29-36.

AGRICULTURE

PATEL, N.T. Small scale farming: experience in Patan taluk of Gujarat. Economic Times, 29 June 81, p.5.

SENGUPTA, S.K. Agriculture: new dynamism in WB. Business Standard, 20 June 81, p.6.

VYAS, V.S. Agriculture: the next decade. Indian Review of Management and Future, 4(1), 80-81, p.16-24.

AIR POLLUTION

LINDER, STEPHEN H. and GERRY SUCHANEK. A second best mechanism for marketing emissions reductions. Policy Sciences, 13(2) Apr. 81, p.195-203.

ANTHROPOLOGY, SOCIAL

PATHY, JAGANATH. Imperialism, anthropology and the third world. Economic and Political Weekly, 16(4) 4 Apr. 81, p.623-7.

ARMY

CARIAPPA, A.C. The impoverished army officers. Hindu, 27 Apr. 81, p.8.

PANG-YU TING, WILLIAM. Coalitional behaviour among the Chinese military elite: a nonrecursive simultaneous equations, and multiplicative causal model. American Political Science Review, 73(2) June 79, p.478-93.

SCHEXNIDER, ALVIN J. The management of social change in the modern armed forces. *Bureaucrat*, 9(4) Winter 80-81, p.33-41.

BANKS

ASHAKANT. Savings with banks : trends in accretion of deposits. *Economic Times*, 25 May 81, p.5.

GANGULY, A.K. Banks : rethinking on priority sector. *Amrita Bazar Patrika*, 1 May 81, p.6.

JOSHI, P.N. Banking scene during 1980. *Journal of the Indian Institute of Bankers*, 51(4) Oct.-Dec. 80, p.172-82.

KHATKHATE, DEENA R. and KLAUS-WALTER RIECHEL. Multi-purpose banking : its nature, scope and relevance for less developed countries. *International Monetary Fund Staff Paper*, 27(3) Sept. 80, p.478-516.

MCCARTHY, IAN S. Deposit insurance : theory and practice. *International Monetary Fund Staff Papers*, 27(3) Sept. 80, p.578-600.

The first formal system of deposit insurance was established in 1829, in the State of New York, to guarantee both banknotes and deposits. Subsequently, a number of other states established similar schemes. This paper discusses the historical background of and the rationale for deposit insurance. It then discusses the costs attached to deposit insurance and some of the technical questions involved in designing an optimal deposit insurance system, as well as the interrelationship between deposit insurance and other regulatory approaches.

VARDE, VARSHA S. Scheduled commercial banks : growth rate, 1980-85. *Economic Times*, 23 May 81, p.5.

BIRTH CONTROL

BASU, ALAKA MALWADE. Family planning : numbers game goes on. *Economic and Political Weekly*, 16(4) 4 Apr. 81, p.628-32.

CHHABRA, RAMI. Coping with numbers. *Statesman*, 26 Apr. 81, p.6; 27 Apr. 81, p.6.

CHHABRA, RAMI. A growing problem : family planning efforts not adequate. *Statesman*, 30 June 81, p.8.

CHHABRA, RAMI. World population : direction for the eighties. *Statesman*, 24 May 81, p.6.

DE, NITISH R. The burgeoning population : blueprint for control. *Business Standard*, 26 May 81, p.5.

MITTAL, SAT PAUL. Population control. *Hindustan Times*, 25 May 81, p.9.

SINGH, VIJAI. The multiplying menace. *Hindustan Times*, 10 June 81, p.9.

VERGHESE, B.G. These numbers are explosive. *Indian Express*, 6 June 81, p.6.

BUDGET

JHAVERI, N.J. Budget, investment and the economy. *Economic and Political Weekly*, 16(13) 28 Mar. 81, p.578-83.

MURTHY, GURUPRASAD. The budget. *Business Standard*, 10 Apr. 81, p.5; 11 Apr. 81, p.5.

SINHA, J.N. The budget and the Sixth Plan. *Yojana*, 25(6) 1 Apr. 81, p.4-6.

THOMPSON, DAVID. Budgetary structures in developing countries. *Journal of Administration Overseas*, 19(4) Oct. 80, p.250-61.

Having different problems the developing countries require different budgetary structures from developed countries. As regards suitable budgetary structure for developing countries, this paper examines the usefulness of some variant of planning-programming systems and the possibility of integration between the budgetary system and the national accounts system. It appears that the developing countries are modifying their budgetary structures in the desired direction.

BUDGET—PROCEDURE

TOYE, JOHN. (Wolfson College, Cambridge). Public expenditure reforms in India and Malaysia. *Development and Change*, 12(1) Jan. 81, p.121-44.

Both India and Malaysia share a legacy of British-style budgetary institutions and both have spent the last decade attempting to reform this legacy through the introduction of American-inspired advanced budgetary techniques. The purpose of this article is to examine experiences of India and Malaysia in the late 1960s with certain types of public expenditure reforms. The enthusiastic expectations which greeted the introduction of performance budgeting in India have been disappointed. On the other hand, experience with programme and performance budgeting in Malaysia indicate that, in favourable conditions, some modest success in public expenditure reform can be achieved.

BUDGETARY CONTROL

BOORSMA, PETER B. Introduction to 'towards the austerity state'. *Planning and Development in the Netherlands*, 12(1) 80, p.24-31.

BUREAUCRACY

BHATNAGAR, P.S. Bureaucratic

culture : a conceptual and empirical analysis. *Political Change*, 3(2) July 80-Feb. 81, p.109-15.

This is a review article on the book "Bureaucratic culture : citizens and administrators in Israel," written by David Nachimas and David H. Rosenbloom.

FINER, S.E. Princes, parliaments and the public service. *Parliamentary Affairs*, 33(4) Autumn 80, p.353-72.

VERMA, S.L. A paradoxical view of bureaucracy in socialistic societies. *Prashasnika*, 9(1-2) Jan.-June 80, p.1-16.

CAPITAL PUNISHMENT

AJAI KUMAR, K.S. Capital punishment : new trends. *Cochin University Law Review*, 4(2) June 80, p.153-78.

CENSUS

BOSE, ASHISH. First thoughts on the 1981 census results. *Yojana*, 25(9) 16 May 81, p.10-12, 18.

MUKHOPADHAYAY, DHURVA. First census in Bengal. *Calcutta Municipal Gazette*, 98(19) 7 Feb. 81, p.2003-6.

PADMANABHA, P. The decisive decades : a note on the provisional results of the 1981 census of India. *Yojana*, 25(9) 16 May 81, p.4-9.

CITIES AND TOWNS

BANERJEE, ALOK. Explaining Calcutta. *Business Standard*, 20 June 81, p.5, 23 June 81, p.5.

SHARMA, J.C. Growth of towns in relation to their position in urban hierarchy. *Indian Journal of Social Work*, 42(1) Apr. 81, p.55-62.

WISHWAKARMA, R.A. Managing urban growth : issues and policy implications. Urban India, 1(2) Oct.-Dec. 80, p.36-41.

CITIZEN PARTICIPATION

ETHRIDGE, MARCUS E. Agency responses to citizen participation requirements : an analysis of the Tennessee experience. Midwest Review of Public Administration, 14(2) June 80, p.95-104.

CITIZENSHIP

BANERJI, ARUN KUMAR. U.K. nationality bill : abandoning myth of 'common status'. Statesman, 15 May 81, p.6.

FAWCETT, JAMES. Nationality and citizenship. Round Table, (281) Jan. 81, p.9-14.

TEK CHAND. Role of citizens' bureaus. Tribune, 30 Apr. 81, p.4.

CITY PLANNING

AZAD, HARNAM SINGH. Urban planning and development in Rajasthan. Civic Affairs, 28(7) Feb. 81, p.15-19.

DHAR, VIJAY K. Urban growth and city planning. Urban India, 1(2) Oct.-Dec. 80, p.27-35.

HALL, PETER. Issues for the eighties. Planner, 67(1) Jan.-Feb. 81, p.4-5.

KOPARDEKAR, H.D. Urban development projects : programming and management. Quarterly Journal of the Local Self-Government Institute, 51(3) Jan.-Mar. 81, p.176-82.

Planning is not merely laying down certain predetermined objectives and allocating certain resources to realize them. Planning entails a whole gamut of activities ranging from programming of planning, project formulation,

monitoring its implementation and a continuous evaluation of it. Dr. H.D. Kopardekar makes a strong case for adoption of more realistic, scientific and effective tools of modern planning by urban local authorities. Dr. Kopardekar outlines in the following article some of the essential features of modern programming and management of development projects. These could be most beneficially applied by local urban bodies to their development projects, both effectively and economically.—*Reproduced.*

SPECIAL issue on town planning legislations and their implementation. Nagarlok, 13(1) Jan.-Mar. 81, p.1-99. (Entire issue)

Contents : Editorial; Legislative framework for urban planning in India, by M.K. Balachandran; planning legislation and administration, by B. Rajagopal; Legal and administrative aspects of town planning, by K.S. Rame Gowda; Basic issues for effective legislation for planning and development, by N. Govindappa; Role of legislation in urban planning and development, by M.C.K. Swamy; A case for change in the structure of the local authorities for purposeful planning and development, by G. Venkataramana Reddy; Planning game and urban development authorities, by B. Kambo; Town planning and housing the economically weaker sections of the community, by G.C. Mathur; Revision of town planning rules, development control rules and building byelaws of local bodies, by D. Ajitha Simha and V. Suresh; Regional and town planning legislation in Punjab, by Jagjit Singh Ghuman; Legislations relating to town planning and development authorities in Uttar Pradesh, by A.S. Ansari; Book reviews; List of legislations.

CITY PLANNING AGENCIES

BUCH, M.N. Settlement problems of

the urban poor : the effectiveness of existing organisations. Urban India, 1(2) Oct.-Dec. 80, p.5-7.

CIVIL LIBERTIES

RAMI REDDY, S. SUNDARA. Fundamentalness of fundamental rights and directive principles in the Indian constitution. Journal of the Indian Law Institute, 22 (3) July-Sept. 80, p.399-407.

CIVIL-MILITARY RELATIONS

PERLMUTTER, AMOS. The comparative analysis of military regimes: formations, aspirations, and achievements. World Politics, 33(1) Oct. 80, p.96-120.

CIVIL SERVICE

ATIYA SINGH. Why some new All India Services? Patriot, 24 May 81, p.11.

COLE, RICHARD L. and DAVID A. CAPUTO. Presidential control of the senior civil service : assessing the strategies of the Nixon years. American Political Science Review, 73(2) June 79, p.399-413.

Modern presidents must be attentive to influences of the federal bureaucracy on their policy initiatives and all attempt some measure of bureaucratic control. This article assesses the extent of President Nixon's success in gaining some degree of management control over the bureaucracy through the manipulation of the civil service personnel system. We find that Republicans were, in fact, more likely to be selected to top career positions during the Nixon years. We find also that career executives calling themselves Independents were more likely during the Nixon years than before to resemble Republican executives in their support of Nixon's policies and goals.

This is significant to presidential control because of the large number of bureaucrats calling themselves Independents. We conclude that Independent career executives may provide a president with a considerable reservoir of bureaucratic support.—*Reproduced*

LEWIS, DAVID. (Civil Service College, London). The qualities of future civil servants. Parliamentary Affairs, 33(4) Autumn 80, p.422-33.

The purpose of this article is to analyse the qualities that future civil servants will have to possess if the essential confidence which government and the public have in them is to be maintained and rebuilt. The qualities are discussed under the following heads: integrity, expertness, efficiency in the use of resources, and the ability to adopt new and more participative styles of management. These ideal characteristics do provide us with guidelines to ensure that future civil servants at least begin to meet the demands made upon them. In this direction proper selection, recruitment and training can play a useful part.

LOUIS, ARUL B. The loyal servants. Hindustan Times, 12 Apr. 81, p.1.

Everyone heaps blame on the civil service for virtually everything that goes wrong or doesn't quite work out right. At least in theory the Indian bureaucracy is supposed to be apolitical and uncommitted but in reality politics is far more pervasive in Indian life and with contending ideologies making bids for power, the bureaucracy cannot insulate itself from politics. The politicians do browbeat and manipulate the bureaucracy at various levels. The emerging trend is to hold the bureaucracy responsible for the measures initiated by their political masters. A political consensus has to be evolved to depoliticise the bureau-

cracy. With development orientation the role of government activity has increased for which the brief Mussoorie training is inadequate and as such mid-career training has to be developed.

MOHANTY, BIDHU. Service before self : tasks for India's 'new brahmins.' Statesman, 36 May 81, p.6.

The men in India's pre-1947 bureaucracy, used by the British to perpetuate their power and authority, have retired after infusing incongruous elitist notions in their successors. As a result of various prejudices the civil servants forming a new ruling class, are unable to feel the pulse of the people or to sympathize with their difficulties. During the foundation course at Mussoorie they learn very little of relevance to their profession in the field. It is argued that these civil servants will never be able to induce progressive change until they forget the Academy's instructions, with its emphasis on clothes, manners and riding, discard alien status symbols like officers' clubs, and identify with the true socio-economic reality of Indian conditions.

SEN, S.R. Serving before self : curbing bureaucratic malpractices. Statesman, 25 May 81, p.6.

The British trusted very few of the Indian officials and so set up a bureaucratic system of checks and balance. Unfortunately after Independence, our civil servants adopted the same system and even extended it to additional areas. The symbiotic equation between complicated rules, procrastination and corruption has progressively strengthened over the last three decades. Some measures are suggested to free the bureaucracy from the tangle of rules, reduce scope for corruption, and ensure better service to the public. Issue of political corruption is also briefly analysed.

TOWARDS organisational-development in government : an empirical study. Management in Government, 12(3) Oct.-Dec. 1980, p.257-79.

Some time back, the Administrative Reforms Wing of the Department of Personnel and Administrative Reforms undertook a diagnostic study of the civil servants functioning mainly at the grass-root level in the secretariat system of the Central Government. Its purpose was to understand the attitudes and orientations of civil servants towards different job-related aspects and the work environment, and to identify the factors that stood in the way of proper functioning of the organisation. Here are the findings of that study.

CIVIL SERVICE AND LEGISLATORS

CROWTHER-HUNT, LORD (Exeter College). Mandarins and ministers. Parliamentary Affairs, 33(4) Autumn 80, p.373-99.

The power of the civil service has increased and is increasing. It is inevitable that the civil servants should have much more power and influence than our traditional democratic theory would allow. The generalist officials have successfully thwarted the Fulton recommendations which threatened their own traditions and practices. The issue of power relationship between ministers and civil servants is analysed. Various features of [the machinery of government have strengthened the mandarins against the ministers. Some examples are given to show how the bureaucrats have converted the potential advantages into actual ones, and the advantages the civil servants have in the decision-making process are pointed out.

KATYAL, K.K Insulated, not insular. Hindu, 25 May 81, p.8.

In U.K. the governments often change but the transition is not jerky as the civil servant represents a unifying national force irrespective of party strife. Social contacts between senior officials and politicians are not frowned upon. In India, unlike as in Great Britain conventions have yet to develop in regard to the relations between senior officials and politicians. Many features of British practice can be usefully adopted to Indian conditions.

SUMMERTON, NEIL. (Dept. of Environment). A mandarin's duty. *Parliamentary Affairs*, 33(4) Autumn 80, p.400-21.

This article deals with the role of the civil service, its duty to society, its power and in particular, the relationship between ministers and civil servants. The civil servant's duty is a constitutional and not an administrative question. An attempt is made to draw an outline of this constitutional duty with some comments on uncertainties, tensions, and inconsistencies. The civil servant's first duty is to give undivided allegiance to the State. Various components of his duty to serve the ministers are analysed. The author has also dealt with the extent of legal or conventional limitations on a minister's powers over his civil servants.

COAL

RAJIV KUMAR. Nationalisation by default: the case of coal in India. *Economic and Political Weekly*, 16(17) 25 Apr. 81, p.757-68; 16(18) 2 May 81, p.824-9.

COLLECTIVE BARGAINING

DAS, NABAGOPAL. Problems of collective bargaining in India. *Amrita Bazar Patrika*, 25 Apr. 81, p.6.

COLLEGE PROFESSORS AND INSTRUCTORS

ALTBACH, PHILIP G. The crisis of

the professoriate. *Journal of Higher Education*, 5(3) Spring 80, p.317-30.

COLLEGES AND UNIVERSITIES

KHARE, HARISH. How relevant is JNU? *Hindustan Times*, 16 May 81, p.9.

OGUNDIMU, BANIDOLE A. Nigerian universities under the 1979 constitution. *Journal of Administration Overseas*, 19(4) Oct. 80, p.239-44.

SHARMA, R.A. Goal implementation in university organisations. *Indian Management*, 20(5) May 81, p.27-39.

SINHA, S.N. Violence and disruption on campus: a critical note. *Political Change*, 3(2) July 80-Feb. 81, p.67-72.

SURI, SURINDAR S. Protecting varsity autonomy. *Tribune*, 1 Apr. 81, p.4.

THAPAR ROMILA. Academic freedom and AMU crisis. *Radical Humanist*, 45(1) Apr. 81, p.11-15

VAN BERGEN, JORIS E.J. The development of planning for the Dutch university system: a review. *Planning and Development in the Netherlands*, 12(1) 80, p.3-23.

COMMONWEALTH OF NATIONS

ROSS, DAVID J. Official Canadian attitudes towards the Commonwealth. *Australian Journal of Politics and History*, 26(2) 80, p. 183-92.

COMMUNITY DEVELOPMENT

LEWIS, ARNOLD. (Tel Aviv Univ.) The ritual process and community development. *Community Development Journal*, 15(3) Oct. 80, p.190-9.

It is suggested that ritual is a medium through which ideas are communicated and by which partici-

pants are activated for a collective social purpose. In order to examine the contention, that the ritual process can be an important tool in efforts at culture building, the author has explored the attempt to establish a Community Centre in Sharonia, a low status Israeli town. The evidence from Sharonia suggests that activation of appropriate ritual can be a salient tool in the process of culture building. In social situations like Sharonia where clientele are alienated from existing public institutions, this can be the only viable strategy for community development.

COMMUNITY LIFE, URBAN

DATTA, ABHIJIT and GANGA DHAR JHA, (I.I.P.A.) Improvement of living and levelihood in Delhi's walled city. Nagarlok, 12(4) Oct.-Dec. 80, p.50-6.9

On the basis of data available from secondary sources this paper analyses recent trends in population and economic activities. In addition to a case study of Kasimiri Gate area the paper analyses the Master Plan policies for the walled city and evaluates the policies and its implementation over the years. Moreover it suggests steps to be taken for improving the living conditions without too much dislocation in employment and income. This paper was submitted at the Seminar on "Improvement of Living Conditions in Traditional Housing Areas within the Walled City of Delhi," organized by Max Mueller Bhavan, New Delhi, in Feb. 1980.

CONSTITUTIONAL LAW

ALLEN, J. GARFIELD and L.H. LEIGH. Canada's constitutional time bomb. Round Table, (281) Jan. 81, p.26-32.

ANIRUDH PRASAD. Piercing the

constitutional veil. Cochin University Law Review, 4(2) June 80, p.101-25.

KRISHNA IYER, V.R. Constitution and imperatives of development. Mainstream, 19(37) 16 May 81, p.17-22.

SAHAY, S. General Zia's constitution. Statesman, 2 Apr. 81, p.8.

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SARMA, A.M. Working of the contract labour (regulation and abolition) act, 1970. Indian Journal of Social Work, 42(1) Apr. 81, p.1-7.

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SCOTT, IAN. Ideology, party and the Zambian co-operative movement. Journal of Administration Overseas, 19(4) Oct. 80, p.228-38.

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CORPORATIONS

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KATJU, SHIVA NATH. High court benches. Hindustan Times, 8 Apr. 81, p.9.

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CREDIT

KELLER, PETER M. Implications of credit policies for output and the balance of payments. International Monetary Fund Staff Papers, 27(3) Sept. 80, p.451-77.

CRIME

NATHOO LAL. Crime in the context of socio-economic development in India. Indian Police Journal, 27(2) Oct.-Dec. 80, p.39-44.

TALWAR, H.R.K. Offences and offenders beyond the reach of law. Indian Police Journal, 27(1) July-Sept. 80, p.19-24.

CRIMINAL INVESTIGATION

SHARMA, B.R. Scientific orientation of practical police work. CBI Bulletin, 15 (2)Feb. 81, p.2-4; 15(3) March 81, p.2-4.

CRIMINAL LAW

DEVASIA, V.V. Victimology and the role of victim in crime. Cochin University Law Review, 4(3) Sept. 80, p.219-44.

PRAMOD KUMAR. Perspectives of the new bill on Indian Penal Code and reflections on the Joint Select Committee report : some comments. Journal of the Indian Law Institute, 22(3) July-Sept. 80, p.307-13.

CRIMINAL PROCEDURE

KELKAR, R.V. Law of arrest : some problems and incongruities. Journal of the Indian Law Institute, 22(3)

July-Sept. 80, p.314-21.

PANDEY, D.C. Search for an action against illegal arrest. Journal of the Indian Law Institute, 22(3) July-Sept. 80, p.328-40.

DECISION MAKING

MANKIDY, JACOB. Effective decision making through personnel research. Lok Udyog, 14(11) Feb. 81, p.17-24.

DEFENCE, NATIONAL

SUBRAHMANYAM, K. Modernising Indian defence. Times of India, 27 June 81, p.8; 29 June 81, p.8.

DEMOCRACY

CALLAGHAN, JAMES. Democratic spirit is what matters. Hindu 31 Mar. 81, p.8; 2 Apr. 81, p.8.

DAYA KRISHNA. India's liberal democracy : theory and practice. Times of India, 15 June 81, p.8.

SEN, PRAFULLA CHANDRA. Party-less democracy : the only way out of an impasse. Statesman, 6 Apr. 81, p.6.

SHAHA, RISHIKESH. Democracy in Nepal. Statesman, 5 May 81, p.6; May 81, p.6.

DEVELOPMENT ADMINISTRATION

AL-ARAJI, ASIM. (Univ. of Baghdad, Iraq). First and second order knowledge in administrative development in the Arab world. Indian Journal of Public Administration, 27(1) Jan.-Mar. 81, p.143-9.

Al-Araji writes about the 'first' order knowledge and the 'second' order knowledge and charges that, by and large, despite differences, the Arab countries have failed to make use of these two orders of knowledge and,

therefore, have missed direction and purpose in development activities. Also, he accuses the Arab countries of emulating blindly the strategies and programmes of the western developed countries and, in the process, of having acquired irrelevant 'first' and 'second' order knowledge. According to Al-Araji, blind application of advanced administrative techniques such as the PPBS, ZBB, cybernetics, etc., and imitations of various planning models, developed primarily for the advanced countries, have failed when tried to be used in toto in the Arab states. In essence, what Al-Araji calls for is a proper management of knowledge which is a new concern of public administration and which, in turn, should take note of the administrative capacity of the country concerned, and the changes sought through administration should be governed by techniques appropriate to them.—*Reproduced from editorial.*

FOSTER, GREGORY D. A methodological approach to administrative development intervention. *International Review of Administrative Sciences*, 46(3) 80, p.237-43.

In the emerging nations the art of administrative development has progressed very little. The advisory relationships between administrative elements of developed and developing nations can be gainful provided the established frame of reference is one of support rather than of exploitation. The suggested administrative intervention methodology comprises two stages: a preparatory stage and an operational stage. Once it has been agreed that country A will assist country B, it is incumbent upon the former to undertake a number of activities, which are briefly discussed in this paper.

NEF, J. and O.P. DWIVEDI. (Univ. of Guelph, Canada) Development theory

and administration: a fence around an empty lot? *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.42-66.

Nef and Dwivedi discuss the process by which the accepted norms and practices have come to be discarded and the search started for yet unknown contours. In fact, according to them, the entire social theory built up over the last century is in question now, with the empirical evidence of development in the third world countries differing sharply from the accepted assumptions and methodology. The net result is that today development is neither round the corner nor can it be taken for granted; economic growth has not led to reduction of social tension; planning in several countries has changed from the elite civil service to a body of bureaucrats in uniform, not to people's participation, as it was envisaged would happen once society moved forward. In short, the strategy of development itself seem to have gone wrong.—*Reproduced from editorial.*

DROUGHT

SATISH KUMAR. (Govt. of Rajasthan). DPAP: Concept and approach—the Rajasthan experience. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.85-96.

The need to take a fresh look at the afforestation policy as part of the drought prone areas programme (DPAP) and the significance of involving the people in forest revival are two of the several observations by Satish Kumar in his article 'DPAP: Concept and Approach—the Rajasthan Experience.' According to the writer, at least three non-desert DPAP districts in Rajasthan have nearly 50 per cent of the area declared as government waste land and he feels that at least 25 per cent of this area can be brought under forestry and pastures. His idea of

popular participation, at least in Rajasthan, is to work out a scheme by which the waste land so declared by the government may be allotted to the people of the area on the condition that they would raise only trees and pastures. Satish Kumar has traced the different facets of the DPAP programme since its inception about a decade ago and has drawn up a balance sheet of the programme's achievements. —*Reproduced from editorial.*

SIVARAMAN, B. Amelioration of conditions of drought-hit areas. *Yojana*, 25(8) 1 May 81, p.22-4.

VENKATASUBBIAH, H. Fighting the drought. *Tribune*, 15-June 81, p.4.

DRUGS

BHATTACHARYA, SUKHAMOY. Slum-dwellers as guinea-pigs: a Calcutta scandal. *Mainstream*, 19(39) 30 May 81, p.8-9, 30.

GHOSH, P.K. 'Generics' policy and drugs. *Economic Times*, 14 Apr. 81, p.5; 15 Apr. 81, p.5.

ECONOMIC ASSISTANCE

MOSLEY, PAUL. Aid for the poorest: some early lessons of U.K. *Journal of Development Studies*, 17(2) Jan. 81, p.214-25.

RANGACHARI, K. Aid to third world: future role of the I.M.F. *Statesman*, 18 May 81, p.6.

ECONOMIC DEVELOPMENT

BIRD, GRAHAM. The controversial economics of the Brandt report. *World Today*, 36(12) Dec. 80, p.463-8.

CHAR, S.V. India and China: comparative economic development. *Economic Times*, 26 June 81, p.5; 27 June 81, p.5.

GREEN, REGINALD HERBOLD. Brandt on an end to poverty and hunger. *Third World Quarterly*, 3(1) Jan. 81, p.96-103.

JAIN, ANANT. Institutionalized response to the problems of the poor in the third world countries. *International Social Work*, 24(1) 81, p.2-13.

KASBEKAR, P.D. (NIBM, Bombay). Certain unsolved problems of development. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.137-42.

Kasbekar's article on the trends in planning and development in India, starts off after acknowledging the success of both, which is as it should be. But he immediately reverts to the gaps and inadequacies in our developmental effort in demarcated areas where the agencies charged with achieving the objectives have not mastered the relevant techniques. There is a lack of professionalism and appropriate management norms. He also points out instances of misdirection of intention. Kasbekar puts it all as mainly a problem of adopting administration to the diverse needs of planned development and this, according to him, calls for new kinds of government servants and departments, both with a lot of professionalism thrown in.—*Reproduced from editorial.*

PAINE, SUZANNE. Spatial aspects of Chinese development: issues, outcomes and policies 1949-79. *Journal of Development Studies*, 17(2) Jan. 81, p.133-95.

RANGARAJAN, S. Brandt report. *Economic Times*, 8 May 81, p.5; 9 May 81, p.5.

RAO, V.K.R.V. Infrastructure and economic development. *Commerce*, 141(3628) Annual No. 80, p.9-11.

SHROFF, MINOO. Japan today : secret of its phenomenal success. *Economic Times*, 13 June 81, p.5.

SINGH, AJIT KUMAR. China and India : contrasting patterns of development. *Indian Journal of Economics*, 61(241) Oct. 80, p.207-21.

STREETEN, PAUL P. Development ideas in historical perspective : the new interest in development; comments by Akinl Mabogunje and John Friedmann. *Regional Development Dialogue*, 1(2) Autumn 80, p.1-38.

SUBHAN, MALCOLM. Ailing western economies. *Commerce*, 142(3652) 13 June 81, p.1152-5.

WIONCZEK, MIGUEL S. The Brandt report. *Third World Quarterly*, 3(1) Jan. 81, p.104-18.

ECONOMIC PLANNING

ADISESHIAH, MALCOLM S. Sixth plan : a broad analysis. *Yojana*, 25(7) 16 Apr. 81, p.4-6.

BHATIA, B.M. Sixth plan : an overview and analysis. *Yojana*, 25(6) 1 Apr. 81, p.7-9.

KHANNA, K.C. Is planning purposeless : *Yojana Bhawan* in a trap. *Times of India*, 14 Apr. 81, p.8.

BHOOTHALINGAM, S. Sixth plan : how to raise resources. *Amrita Bazar Patrika*, 6 June 81, p.6.

DATT, RUDDAR. What's so new about new sixth plan? *Mainstream*, 19(35) 2 May 81, p.11-14.

DUBHASHI, P.R. (Ministry of Agriculture, New Delhi). Leading the central task force. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.113-18.

Dubhashi led the central task force to Assam early in 1980 and despite the several hurdles that the team had to face it accomplished its work within a remarkably short time, much to the satisfaction of all concerned; thanks to the spirit of cooperation evinced by the members and the quality of leadership that the team had. Advance preparation helped the team considerably in its work at the site in Assam and the State Government staff itself was alerted in time so that the visit of the central team could be rendered purposeful. The methodology evolved by the team to do its work can be found useful to other teams with similar tasks. — *Reproduced from editorial.*

TIWARI, NARAYAN DATT. Planning and the task of nation building. *Yojana*, 25(9) 16 May 81, p.19-22.

EDUCATION

JHA, L.K. Education and employment. *Yojana* 25(10) 1 June 81, p.11-12.

MAHESHWARI, S.R. Delhi's educational extravaganza. *Indian Express*, 13 June 81, p.6.

EDUCATION, HIGHER

AHMAD, RAIS. Reorientation in teaching, learning and evaluation. *Journal of Higher Education*, 5(3) Spring 80, p.331-3.

BHIDAY, M.R. Integration of higher education for effective vocational training. *Journal of Higher Education*, 5(3) Spring 80, p.371-9.

RAJ KRISHNA. Piece-rate education. *Seminar*, 261, May 81, p.34-6.

RAZA, MOONIS and AMITABH KUNDU. Evaluation in higher education. *Journal of Higher Education*, 5(3) Spring 80, p.359-69.

EDUCATION AND STATE

BAUMERT, JURGEN and DIETRICH GOLDSCHMIDT. Centralization and decentralization as determinants of educational policy in the Federal Republic of Germany (FRG). Social Science Information, 19(6)80, p.1029-70.

SHILS, EDWARD. Government and universities. New Quest, (25) Jan.-Feb. 81, p.5-13; (26) Mar.-Apr. 81, p.93-103.

EFFICIENCY, ADMINISTRATIVE

MINI-SYMPOSIA : themes and innovations in public sector productivity. Public Personnel Management, 9(4), 80, p.228-67.

Contents : Symposia introduction, by Dail Ann Neugarten; Themes and issues in public sector productivity, by Dail Ann Neugarten; The politics of productivity, by Patricia Schroeder; Productivity and productivity bargaining : the environmental context, by Dianne R. Layden; The Lakewood, Colorado personnel system ; creating an environment for productivity, by Edward H. Menges, Jr.

ELECTRIC POWER

BARDHAN, A.B. Power crisis and workers. Man and Development, 3(1) Mar. 81, p.99-108.

KULKARNI, H.R. The development of power generation. Man and Development, 3(1) Mar. 81, p.89-98.

NATARAJAN, BHASKAR. Investment strategy in electricity supply : a critical appraisal. Abhipraya, 1(3) Dec. 80, p.38-56.

EMPLOYEE DISCIPLINE

GUPTA, SUBHASH C. Insubordina-

tion. Indian Management, 20(3) Mar. 81, p.21-4.

STEFANIC MARTIN D. Discipline perplexity. CBI Bulletin, 15(2) Feb. 81, p.7-8.

EMPLOYEE MORALE

HARTWIG, RICHARD. Ethics and organizational structure. Bureaucrat, 9(4) Winter 80-81, p. 48-56.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

ANJANEYULU, V. Trade unions and workers' education for participative management. Indian Labour Journal, 22(2) Feb. 81, p.175-82.

MARKOVIC, M. Humanization of work and self-management. ITCC Review, 10(37) Jan. 81, p.23-8.

EMPLOYMENT

KRZYSTOFIAK, FRANK and JERRY M. NEWMAN. Revisiting equal employment opportunity in the federal government : the case of the EEOC (Equal Employment Opportunity Commission). Public Personnel Management, 9(4) 80, p.312-17.

MAJUMDAR, ATREYI. Employment in urban Delhi. Economic Times, 30 Apr. 81, p.5; 1 May 81, p.5.

NANJUNDAPPA, D.M. Karnataka job scheme. Economic Times, 15 Apr. 81, p.5; 16 Apr. 81, p.4.

VARUGHESE, M.M. Employment generation through the plans. Eastern Economist, 78(24) 12 June 81, p.1418-21.

Planned investment has failed to create adequate employment opportunities. In developing countries there are various difficulties in measuring

unemployment. In our country unemployment is chronic and is occasioned by the deficiency of capital resources. In the absence of precise estimates of unemployment, meaningful planning for employment generation is difficult.

EMPLOYMENT, RURAL

MEHTA, PRAYAG. Some themes for discussion on rural employment. National Labour Institute Bulletin, 6(1-2) Jan.-June 80, p.156-9.

STREEFKERK, HEIN. Too little to live on, too much to die on: employment in small scale industries in rural south Gujarat. Economic and Political Weekly, 16(15) 11 Apr. 81, p.659-68; 16(16) 18 Apr. 81, p.721-8; 16(17) 25 Apr. 81, p.769-80.

EMPLOYMENT AGENCIES, GOVERNMENT

RELE, SUBHASH J. Are job exchanges white elephants? Business Standard, 30 Apr. 81, p.5

ENERGY RESOURCES

ALI, LIAQAT. Financing new and renewable source of energy. Economic and Political Weekly, 16(20) 6 May 81, p.913-21.

DAYAL, MAHESHWAR. Energy in the eighties. Indian Review of Management and Future, 4(1) 80-81, p.25-33.

NARAYANAN, V.S. Energy options. Business Standard, 3 Apr. 81, p.5; 4 Apr. 81, p.5; 7 Apr. 81, p.5; 8 Apr. 81, p.5.

PATEL, H.M. Desiderata of an energy policy. Commerce, 141(3628) Annual No. 80, p.29-33.

SAHA, A.K. In search of an energy policy. Commerce, 141 (3628) Annual

No. 80, p.35-44.

ENTREPRENEUR

SCHULTZ, THEODORE W. Investment in entrepreneurial ability, Scandinavian Journal of Economics, 82(4) 80, p.437-48.

SHETH, N.J. Entrepreneurship: its essential characteristics. Economic Times, 22 May 81, p.5.

ENVIRONMENTAL LAW

SHARATHCHANDRAN, U. Environmental legislation in India. Cochin University Law Review, 4(3) Sept. 80, p.280-311.

EQUALITY

JAIN, R.B. (IIPA, New Delhi) Reverse discrimination: a dilemma in the quest for social justice and equal opportunity. Indian Journal of Public Administration, 27(1) Jan.-Mar. 81, p.181-98.

R.B. Jain in his review article, reviews three books, two from the US and one from India. Jain analyses the problems in the two countries regarding protective reservation and the apparent drift in both of them away from the original intentions of the respective constitutions. Jain's essay brings into sharp focus the various sociological, policy and constitutional arguments for and against protective reservations in both the countries and suggests certain steps that need to be taken for a fresh multi-faceted review of the existing policies.—*Reproduced from editorial.*

STANTON, GREGORY H. (Yale Univ. Law School, U.S.A.) Three concepts of equality: compensatory discrimination in Indian and American constitutional law. Indian Journal of Public Administration, 27(1) Jan.-Mar.

81, p.1-28.

Gregory Stanton discusses the policy of the Government of India as regards the reservation of government jobs and admissions to higher education institutions as interpreted by the Supreme Court and the State High Courts and draws some lessons between the Indian experience and that in the United States. In principle, as he points out at the very beginning, the two countries have legislated in the respective contexts to bring about equality between different communities in an obviously unequal society. The two countries seek to do this by legislating in favour of a preference by law for the discriminated or deprived sections in job opportunities and university admissions against the more privileged. By experience, however, both the countries find that their objective has not been realised: the weaker sections continue to be handicapped despite the constitutional and other legal as well as administrative aids provided for them. The burden of Stanton's article is not so much the constitutional and legal provisions by themselves, as the application of these provisions in individual cases challenged in the courts of law of the two countries and the reactions of the courts to the legal provisions left to their interpretation.

—*Reproduced from editorial.*

EXECUTIVES

CHAUDHARY, A.S. (Kurukshetra Univ.) Professionalism among managers in industrial organisation in public sector. Lok Udyog, 14(12) Mar. 81, p.35-9.

The objectives of this study are: (1) to measure the degree of professionalism among managers operating at three levels, higher, middle and lower; and (2) to identify various professional characteristics among managers. The information was collected from

managers across different levels in a chemical manufacturing organisation in public sector. The findings are discussed in two parts: (a) degree of professionalism, and (b) professional features.

LEVINSON, HARRY. When executives burn out. Harvard Business Review, 59(3) May-June 81, p.73-81.

SWINYARD, ALFRED W. and FLOYD A. BOND. Who gets promoted? Harvard Business Review, 58(5) Sept.-Oct. 80 p.6-14, 18.

EXPENDITURES, GOVERNMENT

MANDAL, PANKAJ KUMAR. Public expenditure: British experiment and Indian practice. Statesman, 20 June 81, p.6.

PLIATZKY, LEO. Crisis in public expenditure planning. Scottish Journal of Political Economy, 27(3) Nov. 80, p.207-15.

The crisis in British public expenditure in 1975-76 is compared and contrasted with the present situation. The issue as to what activities should be taken out of the market and discharged by the state is analysed. Various options are proposed to overcome the practical problems of public expenditure planning in an age of inflation, though no satisfactory public expenditure planning is possible unless the rate of inflation is reduced.

FARM INCOME

BAL, H.S. Regional imbalances in farm family incomes in Punjab. Agricultural Situation in India, 35(8) Nov. 80, p.603-6.

FARM LABOUR

OBERAI, A.S. and IFTIKHAR AHMED. Labour use in dynamic

agriculture : evidence from Punjab. Economic and Political Weekly, 16(13) 28 Mar. 81, p.A-2-4.

SINGH, A.J. Population pressure and labour absorption in Indian agriculture with special reference to Punjab. Manpower Journal, 16(1) Apr.-June 80, p.67-77.

FARM MACHINERY

WUYTS, MARC. The mechanization of present-day Mozambican agriculture. Development and Change, 12(1) Jan. 81, p.1-27.

FARM PRODUCE—PRICES

DUBHASHI, P.R. Price support policies. Economic Times, 30 May 81, p.1.

KAHLON, A.S. A positive price policy for agriculture. Economic Times, 22 May 81, p.5.

KAHLON, A.S. and T.N. DHAR. Approach of Agricultural Prices Commission to agricultural price policy. Agricultural Situation in India, 35(6) Sept. 80, p.457-9.

KAHLON, A.S. and T.N. DHAR. Fixing agricultural prices. Times of India, 20 Apr. 81, p.6; 21 Apr. 81, p.8.

KAHLON, A.S. and T.N. DHAR. Improving agriculture : not by price support alone. Statesman, 10 June 81, p.6.

FARM PRODUCE—STORAGE

AGGARWAL, N.S., B.R. BIREWAR, K.K.S. CHAUHAN, G.K. GIRISH, S.N. SHARMA and B.K. VERMA. Appropriate technology for foodgrain storage under Indian conditions. Development Digest, 8(4) Oct. 80, p.120-8.

LINDBLAD, CARL and LAUREL DRUBEN. Storage techniques for villages. Development Digest, 8(4) Oct. 80, p.110-19.

SATYA SUNDARAM, I. Arresting grain drain. Capital, 186(4660) 8 June 81, p.4-5.

FARM TENANCY

CHAKRABORTY, APARAJITA. Tenancy and mode of production. Economic and Political Weekly, 16(13) 28 Mar. 81, p.A-5-14.

FARM WAGES

VISHNU KUMAR. Earnings, real earnings—differentials in agriculture. Indian Labour Journal, 22(4) Apr. 81, p.471-91.

FARMERS

CHOPRA, PRAN. India's new farmers. Ceres, 13(5) Sept.-Oct. 80, p.38-44.

FEDERAL AID

SKOK, JAMES E. Federal funds and state legislatures : executive legislative conflict in state government. Public Administration Review, 40(6) Nov.-Dec. 80, p.561-7.

FERTILISERS

PANT, S.P. Impact of fertiliser price increase on fertiliser consumption and agricultural output. Agricultural Situation in India, 35(7) Oct. 80, p.531-40.

SATYA NAND. Fertiliser industry : constraints and prospects. Commerce, 142(3651) 6 June 81, p.1111-13, 1116.

FINANCE, PUBLIC—POLICY

PILLAI, VEL. Fiscal policy and political change in a democratic

society—the case of Indian states. *Indian Journal of Economics*, 61(243) Apr. 81, p.489-502.

FINANCE DEPARTMENTS

TIRUMALAI, R. (Economic Reforms Commission, New Delhi) The Madras Board of Revenue : a requiem. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.97-112.

The Madras Board of Revenue has had an eventful existence since its constitution in 1786, almost two hundred years ago. It has had wide ranging functions given to it from time to time and Tirumalai brings out the several details of the Board, its composition, procedures, style of functioning, the Board *versus* the Madras Government, the important personalities connected with the Board, and the pool of expertise that the Board possessed. The Board's usefulness as an intimate part of the Government was no doubt well recognised but it has had its detractors also right from the start. To a large part, the State's administration is still as evolved by the Board, especially its procedures and practices of land settlement, revenue collection, etc. However, the Board, as several other institutions, had to yield to the change of times and it had to go having been declared so by the political decision makers and in the changing circumstances. In its time, however, the Board had several success stories to its credit which Tirumalai alludes to during the course of his article. —*Reproduced from editorial.*

FLOOD CONTROL

PAL, S.K. An annual ordeal : need for flood mapping by satellites. *Statesman*, 15 June 81, p.6.

FOOD SUPPLY

AIYAR, SWAMINATHAN S. The

case for wheat imports. *Hindustan Times*, 14 Apr. 81, p.9.

DASGUPTA, K.R. Production of foodgrains in North-eastern region : its locus standi in the country. Agricultural situation in India, 35(8) Nov. 80, p.607-10.

LIPTON, MICHAEL. Urban bias and food policy in poor countries. *Development Digest*, 8(4) Oct. 80, p.22-31.

WHELAN, EUGENE F. Food for a hungry world. *Indian Review of Management and Future*, 4(1) 80-81, p.12-15.

FOREIGN COMMERCE

JAIN, S.K. IDBI and export finance. *Economic Times*, 9 June 81, p.5; 10 June 81, p.5.

PANCHAMUKHI, V.R. Import-export policies of 1981-82 : an appraisal. *Yojana*, 25(10) 1 June 81, p.7-8, 23.

PITRE, VIDYA. A study of trends in India's imports, 1960-61 to 1974-75. *Economic and Political Weekly*, 16(19) 9 May 81, p.851-62.

RAI, ANIL. Export strategy for the 1980's. *Margin*, 13(3) Apr. 81, p.60-4.

FOREIGN EXCHANGE

VERGHESE, S.K. Exchange rate : balance of trade management tool. *Economic Times*, 19 June 81, p.5.

FORESTS

CHOWDHARY, R.L. (FRI, Dehra Dun). New perspectives on forestry development. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.161-80.

The National Commission on

Agriculture assessed the needs for forestry development and asked for consistent planning as part of the country's economic growth. However, Chowdhary, in his article 'New Perspectives on Forestry Development' considers that the effort on the lines indicated by the National Commission has been far from adequate. This is reflected in the shrinkage of the area under forests, which, indeed, is frightening; the shortage of almost all forestry goods and services; and the serious ecological deficiency leading to erosion of the river basins. Chowdhary notes several other consequences of the failure to develop forests. He goes further to give the outlines of a fresh effort in this direction. He first assesses the forestry land and its quality as of today. He then describes the constraints to development, institutional, social, and economic. At the next stage he gives a perspective plan, including financial outlay, and suggests the agencies that should be entrusted with forest development.—*Reproduced from editorial.*

DOGRA, BHARAT. Managing our forests. *Economic Times*, 28 May 81, p.7; 29 May 81, p.5.

PAUL, S. Energy from forests. *Eastern Economist*, 76(18) 1 May 81, p.1103-5; 76(22) 29 May 81, p.1310-12; 76(24) 12 June 81, p.1400-5.

FUTUROLOGY

SIMON, JULIAN L. Global confusion, 1980: a hard look at the global 2000 report. *Public Interest*, (62) Winter 80, p.3-20.

GOVERNMENT AND BUSINESS

MEHTA, BALRAJ. Government business relationship. *Amrita Bazar Patrika*, 4 May 81, p.6.

GOVERNMENT ENTERPRISE

CHARAT RAM. The vicious circle:

national economic purpose and state sector. *Economic Times*, 23 Apr. 81, p.5.

There is increasing apprehension that the state sector cannot get the job done. Certain amount of management inefficiency is built into any governmental system. The managers in the state sector operate under much tighter constraints than do their counterparts in the private sector. The state sector executive has to function in an organisational structure that is designed to be weak. Democracy imposes a number of constraints, real or perceived, on public sector managers. The purpose of this paper is to raise an issue for dialogue as how to solve the paradox of an efficient yet democratic society.

EZEJELUE, A.C. and C.O. OFODILE. Accounting for extractive operations—the case of the Nigerian Coal Corporation. *Chartered Accountant*, 29(10) Apr. 81, p.765-9, 779.

GUPTA, D.B. (Univ. of Rajasthan, Jaipur). Public sector undertakings: what ails them: an overview in the Indian context. *Prashasnika*, 9(1-2) Jan.-June 80, p.119-34.

Public sector in India is a mixed bag of pioneering endeavours, impressive achievements as well as dismal failures and massive waste of resources. Since it covers a wide variety of enterprises, operating under different sets of constraints, generalisations about overall performance cannot be very meaningful. Its role in capital formation, export promotion and provision of employment is briefly pointed out. Though profitability cannot be the sole criterion to judge the performance, the functioning of the public sector leaves much to be desired. Variety of factors responsible for the shortcomings are analysed and some measures are suggested to remove the drawbacks.

JHA, L.K. Public sector management.

Yojana, 25(8) 1 May 81, p.41-2.

These are excerpts from the convocation address at Xavier Labour Institute, Jamshedpur on 7th March 1981. An attempt is made to identify the causes underlying poor management of many public sector units.

LAXMI NARAIN. (Osmania Univ., Hyderabad). Managing public enterprise—reflections on three decades of Indian experience. *Public Enterprise*, 1(3) 81, p.23-37.

Not many democratic countries in the world have gone out to create and foster public enterprise through such a systematic policy as India. The internal structure and environment of many government companies is more akin to the government itself than to the private enterprise. The fast growth of public enterprises is not accompanied with commensurate development of management capabilities. The mechanism and impact of government controls is analysed. It appears that the enterprises are over-administered and under-managed. Diverse and far-reaching control through circulars, office memoranda, and semi-official letters is perhaps a peculiar feature in India. There should be a better liaison between the Comptroller and Auditor General and the Committee on Public Undertakings. There is a shortage of adequately trained and motivated managers. The pay and perks and job uncertainties of public enterprise managers should be as near as possible with equivalent private ones. Some alternative arrangement like a holding company is required to keep the operating units away from regular governmental and political influence.

MOHAN, MANENDRA. Public sector. *Economic Times*, 31 Mar. 81, p.5; 1 Apr. 81, p.5; 2 Apr. 81, p.5.

The public sector has become the

cornerstone of the industrial framework of the country but its performance does not stand up to scrutiny. The diversion of resources in an inefficient public sector has ominous implications. The first part of the article examines as to why autonomy has not come to be accepted and used as a norm of functioning in public sector enterprises. The chief executives of public enterprises do not know who their bosses are. The autonomy issue comes very often for debate and discussion without resulting in any clear sense of direction. The basic tenet of autonomy is trust, as such, it is necessary that professionally competent persons are selected to head public enterprises. The selection processes have to be progressive as well as commensurate with the realities. The working relationship between an administrative department and the public enterprises attached to it depends a great deal on the type of leadership in the department. Both public and private sectors contribute towards country's development, so the Government should not give a step-motherly treatment to the private sector. In the last part of the article, the author has analysed the role of parliament as the overlord of public enterprises. The ministries should shield the executives from the glare of adverse publicity and inspired parliamentary questions. A basic reorientation of the system is needed if the public enterprises are to fulfil their obligations.

RANGACHARI, K. The public sector: combining political and economic power. *Statesman*, 1 May 81, p.6.

The issue of autonomy for public sector undertakings is frequently discussed. There has been a gradual removal of all distinctions between departmentally managed undertakings and those constituted as corporations or companies. The environment in

which these undertakings work is hardly alluring to executives. The performance capacity of private sector depends on efficient working of the public sector as key sectors like coal, power, transport and supply of basic inputs is under public sector's control. Government's intervention in public enterprises has been far greater than required by accountability to parliament. The public sector designed to offset private concentration of economic power has in fact helped to combine economic with political power in the State.

SARMA, K. RAMAKRISHNA. (Osmania Univ., Hyderabad). Growth of state public sector in Andhra Pradesh. Lok Udyog, 14(11) Feb. 81, p.39-46.

In Andhra Pradesh, the public sector, both in Central and State spheres, assumes considerable importance in the production of basic and capital goods and in the provision of infrastructure facilities. The features of investment in State public undertakings are analysed. The Andhra Pradesh Industrial Development Corporation has played an important role in the promotion of public sector units. The role of the state public sector in the development of backward areas is explained and the growth of State and Central sectors is compared.

SEKHAR, R.C. Corporate planning styles in public sector. Economic and Political Weekly, 16(22) 30 May 81, p.M75-80.

SINGH, J.D. (Bhagat Singh College, New Delhi). Marketing planning practices of public sector enterprises in India. Lok Udyog, 14(12) Mar. 81, p.25-33.

This paper presents an analysis of the performance of marketing planning function in public sector enterprises. The information was obtained through

a questionnaire and personal interviews. The findings are classified under six heads: Marketing planning, Product-mix planning, Price planning, Distribution planning, Promotion planning, and Management philosophy and development of marketing personnel. Major findings of survey depth studies are also listed.

SRINIVASA-RAGHAVAN, T.C.A. Public sector blues. Eastern Economist, 76(13) 27 Mar. 81, p.844-8.

HANDICAPPED

ROSS, E. CLARKE. Resisting umbrella agency approaches: a defense of categorical programs for the handicapped. Bureaucrat, 9(4) Winter 80-81, p.9-12.

THOTTAN, O. JOS. India and the international year of disabled persons. Kurukshetra, 29(16) 16 May 81, p.18-19, 23.

HEALTH SERVICES

GUPTA, J.P. (ESCAP, Bangkok). Planning and management for health; issues, dilemmas and challenges: an Asian scenario. Indian Journal of Public Administration, 27(1) Jan.-mar. 81, p.29-41.

In his article dealing with planning and management for health, J.P. Gupta raises some fundamental issues, with the Asian countries particularly in mind, because of his experience in the area. Radical changes in health planning and management are called for, according to him, because the very concept of health in relation to development has changed; health is no more just an item of 'consumption', as it used to be thought of at one time, but a positive 'investment.' Health, again, is not mere absence of disease and infirmity but a positive attribute to individual and social well-being, measurable in accepted terms. There

has also been a perceptible change in the 'quality' versus 'quantity' dilemma of health services, turning sharply from the best services being made available to a relatively affluent section of the society to a minimum standard of medical care made available to the largest number possible.—*Reproduced from editorial.*

RAGHUNATH, S. Health care policy for third world. Tribune, 18 June 81, p.4.

SHARMA, J.K. (Health services, Jammu & Kashmir), M. KATARIA & H.S. GANDHI (Institute of Health and Family Welfare, New Delhi). Quality of medical care by Central Government Health Scheme. Health and Population-Perspectives and Issues, 2(2) Apr.-June 79, p.117-31.

This study reports findings on the time spent by CGHS medical officers per patient in different medical care activities for 2,115 patients, as obtained by time study technique. This study was conducted during the year 1976-77.

The average observed time spent by the medical officer per patient was found to be 117.15 seconds per patient. The medical officers elicited only main complaints without asking past and family history in 84.44 per cent of patients and the average time spent on history taking was 42 seconds per patient which also included examination of identity card, recording of name, age and sex of the patients. Physical examinations were conducted in only 23.88 per cent of patients and the time spent per patient was 45.93 seconds. The advice for investigations was imparted in 2.60 per cent of patients, though the facilities for routine laboratory examinations were available in the dispensaries. Advice to the patient regarding dietary instructions and general advice was exclusively given in only 5.20 per cent of cases whereas the family planning/health

education advice to the patients was given only in 0.76 per cent of cases.

The medical officers are aware of the inadequate quality of medical care provided to the beneficiaries and they felt they should at least spend 6.83 minutes for an old patient and 12.42 minutes for the new patient. Probably they are not able to do so because of long queues in the dispensaries during peak hours. Hence, to improve the overall medical care and provide comprehensive care to the beneficiaries it is suggested that the medical officers can be given certain beneficiary population and made responsible to them.—*Reproduced.*

YESUDIAN, C.A.K. Differential utilization of health services in a metropolitan city. Indian Journal of Social Work, 41(4) Jan. 81, p.381-92.

HINDUSTAN AIRCRAFT LIMITED

CHAWLA, JAGAN. Travails of HAL. Indian express, 17 Apr. 81, p.6.

Hindustan Aircraft Limited is a forty year old sick man in a bad shape. This vital defence industry is in a dismal position. The decision-makers in North and South Block and Vayu Sena Bhavan have brought it to this sad state. HAL should not be allowed to try backdoor methods in making itself sub-contractor of its foreign collaborators. Bureaucratic approaches and production under licence cannot build up a self-reliant aircraft industry. The working of HAL should be looked into to ascertain as to why the design effort has been steadily going down.

HOOVER, HERBERT

ARNOLD, PERI E. The "great engineer" as administrator: Herbert Hoover and modern bureaucracy. Review of Politics, 42(3) July 80, p.329-48.

HOURS OF LABOUR

AGARWAL, A.K. and R.K. GOEL. Productivity augmentation: a new approach through change in working hours. *Indian Management*, 20(3) Mar. 81, p.16-20.

NANDY, MANISH. Flexitime and flexiwork. *Commerce*, 142(3652) 13 June 81, p.1159.

HOUSING

MITTRA, P.C. A strategy for solving middle class housing problem. *Civic Affairs*, 28(6) Jan. 81, p.29-31.

MURIE, ALAN. The government's housing policies. *Housing and Planning Review*, 36(4) Winter 80, p.8-11.

OKPALA, D.C.I. Public and quasi-public sponsored housing in Nigeria: an appraisal. *Journal of Administration Overseas*, 19(4) Oct. 80, p.270-8.

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STRUYK, RAYMOND J. and JILL KHADDURI. Saving the housing assistance plan: improving incentives to local governments. *Journal of the American Planning Association*, 46(4) Oct. 80, p.387-97.

HOUSING, COOPERATIVE

KHURANA, M.L. Co-operative housing in India. *Economic Times*, 30 May 81, p.1.

HOUSING, RURAL

DAYA KRISHNA. Houses for the rural poor. *Kurukshetra*, 29(16) 16 May 81, p.16-17, 23.

IMMIGRANT LABOUR

NEWLAND, KATHLEEN. Managing

migratory pressures: what may seem like a safety value in the countryside can turn into a powder keg in city. *Ceres*, 13(5) Sept.-Oct. 80, p.30-4.

INCOME

DUTTA, BHASKAR. Intersectoral disparities and income distribution in India: 1960-74. *Indian Economic Review*, 15(2) Apr.-June 80, p.119-38.

MURTY, M.N. On the evaluation of income distributional effects of investment in less developed regions of India. *Indian Economic Review*, 15(2) Apr.-June 80, p.139-53.

TEWARI, AMITABH. Pattern of inequalities in rural India. *Khadi Gramodyog*, 27(7) Apr. 81, p.353-60.

INCOME TAX

JAIN ANIL KUMAR. Tax exemption limit: increase justified. *Economic Times*, 21 Apr. 81, p.7.

MONDAL, S.K. A note on changes in income-tax rates and cost of living. *Margin*, 13(3) Apr. 81, p.55-9.

INDIA—ECONOMIC CONDITIONS

SEN, S.R. An ailing economy: suggestions on toning it up. *Statesman*, 3 June 81, p.6.

INDIA—ECONOMIC POLICY

BANERJI, B.K. Economic reforms: problems before Jha panel. *Economic Times*, 21 May 81, p.5.

DAYAL, ISHWAR. Policy formulation: an analysis of related issues. *Economic Times*, 1 June 81, p.5.

INDUSTRIALISATION

KIRLOSKAR, S.L. Industrial development. *Economic Times*, 1 May 81.

p.5; 2 May 81, p.5.

INDUSTRY, RURAL

CHARLES, K.J. Are cottage industries efficient? Khadi Gramodyog, 27(5) Feb. 81, p.259-66.

PANDE, K.R. Handloom industry: strategies for marketing. Economic Times, 20 May 81, p.5.

INDUSTRY, RURAL—FINANCE

PANDITRAO, Y.A. Institutional finance for artisans. Khadi Gramodyog, 27(5) Feb. 81, p.267-74.

INDUSTRY, SMALL SCALE

MEHTA, BALRAJ. Outlook on industries in small-scale sector. Amrita Bazar Patrika, 25 May 81, p.6.

SHARMA, K.R. Small scale industries in Rajasthan: a study of regional and area oriented economic problems. Prashnika, 9(1-2) Jan.-June 80, p.29-45.

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INFLATION

CHAUDHARY, K.S. Financial control over inflation. Capital, 186(4655) 4 May 81, p.11-12.

MEHTA, BALRAJ. Disturbing signs of stagflation. Amrita Bazar Patrika, 22 June 81, p.6.

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INSURANCE, AGRICULTURAL

SATYABHAMA, S. Crop insurance in India. Co-operative News Digest, 31(12) Dec. 80, p.210-14.

INSURANCE, HEALTH

WOLFE, BARBARA L. National health insurance: another alternative. Policy Analysis, 6(4) Fall 80, p.495-9.

ZOOK, CHRISTOPHER J., FRANCIS D. MOORE and RICHARD J. ZECKHAUSER. "Catastrophic" health insurance: a misguided prescription? Public Interest, (62) Winter 80, p.66-81.

INSURANCE, SOCIAL

NIRAJ KUMAR. Social security in developing countries. Labour Bulletin, 40(6) June 80, p.1-12.

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MURRAY, FRANCIS T. OD and multinational corporations. Training and development Journal, 34(8) Aug. 80, p.16-26.

OBLAK, DAVID J. and ROY J. HELM, Jr. Survey and analysis of capital budgeting methods used by multinationals. Financial Management, 9(4) Winter 80, p.37-41.

PANIKULANGARA, VINCENT. Transnational corporations and industrial relations. Cochin University Law Review, 4(2) June 80, p.126-52.

SETHI, NARENDRA K. Social responsibility of multinational corporations. *Indian Management*, 20(3) Mar. 81, p.7-15; 20(4) Apr. 81, p.8-16.

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NURUL ISLAM. Economic interdependence between rich and poor nations. *Third World Quarterly*, 3(2) Apr. 81, p.230-50.

INTERNATIONAL RELATIONS

DUTT, V.P. World in eighties and Jawaharlal's vision. *Mainstream*, 19 (41) 13 June 81, p.11-16.

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HARIHARAN, A. No smoke without fire. *Hindustan Times*, 27 June 81, p.9.

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JAYARAMAN, T.K. Implementation of warabandhi or rotational water supply—a management approach. *Management in Government*, 12(3) Oct.-Dec. 80, p.214-35.

MALHOTRA, S.P. An experiment in water management. *Statesman*, 11 Apr. 81, p.6.

SURYAWANSHI, S.D., M.P. KAPASE and R.G. PATIL. Economics of investment in Girna Command area of Maharashtra. *Agricultural Situation in India*, 35(6) Sept. 80, p.467-70.

JOB ANALYSIS

ASH, RONALD A. and EDWARD L. LEVINE. A framework for evaluating Job analysis methods. *Personnel*, 57(6),

Nov.-Dec. 80, p.53-9.

JOB SATISFACTION

NAHTA, ASHA. Relationship between job satisfaction and job involvement. *Prashasnika*, 9(1-2) Jan.-June 80, p.21-7.

JUDGES

HARIHARAN, A. For services not rendered. *Hindustan Times*, 12 June 81, p.9.

JAIN KAGZI, M.C. The judges' own commitment and demands of committed judiciary. *Political Change*, 3(2) July 80, Feb. 81, p.1-12.

KHOSLA, G.D. Judiciary in India. *Statesman*, 21 Apr. 81, p.6; 22 Apr. 81, p.6.

SAHAY, S. Seen in its true colours. *Statesman*, 11 June 81, p.6.

SAHAY, S. Shiv Shankar's grand design. *Statesman*, 17 Apr. 81, p.6.

JUDICIARY, POWERS OF

SAHAY, S. Whatever pleases the emperor. *Statesman*, 30 Apr. 81, p.6.

JUSTICE, ADMINISTRATION OF

SINHA, BIRENDRA PRASAD. Need for speedy disposal of cases. *CBI Bulletin*, 15(4) Apr. 81, p.4-5.

LABOUR AND STATE

MAHAR, ALLAH. Workers' education : assessment of government plan. *Economic Times*, 26 May 81, p.5.

The Government of India has organised workers' education programmes through the Central Board for Workers' Education, Nagpur, and its regional and sub-regional centres. The

scheme had completed twenty two years of its organised existence. This article is an attempt to analyse the impact of workers' education on trained workers in Government of India presses with reference to: (1) trade union consciousness; (2) industrial relations; (3) productivity consciousness; (4) family planning; and (5) attitude toward workers' education. Interview-cum-questionnaire method was adopted for this study. The author finds that the workers' education programmes have benefited the workers enormously.

LABOUR PRODUCTIVITY

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LABOUR RELATIONS

DESAI, MAHESH. Public policy in industrial relations. *Indian Journal of Social Work*, 41(4) Jan. 81, p.323-33.

LABOUR UNIONS

DE, NITISH R. TUs : prisoners of status quo. *Business Standard*, 6 May 81, p.5.

NARAYANA, C.L. Trade unions. *Economic Times*, 17 Apr. 81, p.5; 18 Apr. 81, p.5.

SARMA, A.M. Recognition of trade unions in India. *Indian Journal of Social Work*, 41(4) Jan. 81, p.357-68.

LAND

APPARAO, M.V.M.K. Land resources and agricultural growth. *Mainstream*, 19(40) 6 June 81, p.15-18.

LAND TENURE

GEORGE, P.T. Access to land : an alternative approach. *Kurukshetra*, 29

(16) 16 May 81, p.4-15.

GHOSH, TUSHAR KANTI. Bengal land reforms : crash plan, operation 'barga'. *Economic Times*, 14 May 81, p.5.

HERRING, RONALD J. Embedded production relations and the rationality of tenant quiescence in tenure reform. *Journal of Peasant Studies*, 8(2) Jan. 81, p.131-72.

ISLAM, FAKHRUL. Land redistribution and its effect on the landless. *Kurukshetra*, 29(14) 16 Apr. 81, p.19-23.

JOSHI, P.C. Problems of land reforms in the second stage. *Man and Development*, 3(1) Mar. 81, p.9-24.

LAND USE

HOOJA, BHUPENDRA. Land use pattern in Rajasthan : a plea to change the priorities. *Prashasnika*, 9(1-2) Jan.-June 80, p.79-90.

RIDER, ROBERT. Decentralizing land use decisions. *Public Administration Review*, 40(6) Nov.-Dec. 80, p.594-602.

LANGUAGES

DATTA, BHABATOSH. Storm over English in West Bengal. *Economic and Political Weekly*, 16(14) 4 Apr. 81, p.619-22.

MOHAN, PEGGY. English and the Indian elite. *Indian Express*, 9 Apr. 81, p.6.

LAW ENFORCEMENT

SEN, SANKAR. Law enforcement in tribal areas. *Indian Police Journal*, 27(2) Oct.-Dec. 80, p.45-54.

LEGISLATIVE COMMITTEES

BRADLEY, JOHN P. Shaping admi-

nistrative policy with the aid of Congressional oversight : the Senate Finance Committee and medicare. Western Political Quarterly, 33(4) Dec. 80, p.492-501.

PARKER, GLENN R. and SUZANNE L. PARKER. Factions in committees : the US House of Representatives. American Political Science Review, 73(1) Mar. 79, p.85-102.

TAYLOR, ROBERT. The new watch dogs of parliament. New Society, 55 (948) 15 Jan. 81, p.96-8.

LEGISLATIVE CONTROL OF GOVERNMENT EXPENDITURES

FELDMAN, DANIEL LEE. Combating waste in government. Policy Analysis, 6(4) Fall 80, p.467-77.

The Sub-Committee on City Management and Governance was created by the New York State Assembly in March 1977 and was in existence till Jan. 1979. During this period the Sub-Committee saved about \$ 3 million in city, state, and federal funds by exposing and halting wasteful, mismanaged, and corrupt expenditures. This article presents an outline of the investigative format followed and illustrates the successful application of that format through three investigations.

LEGISLATIVE PROCEDURE

NOORANI, A.G. Erosion of parliamentary rules. Indian Express, 25 May 81, p.6.

LEGISLATURES

PARLIAMENT: a symposium on the core structure of our democracy. Seminar, (260) Apr. 81, p.10-37 (Entire issue).

Contents : The problem, by Jaswant

Singh; Instrument of change, by Margaret Alva; Future prospects, by Pramila Dandavate; Correctives needed, by V.B. Raju; Necessity for reform, by Syed Shahabuddin; The system works, by N.C. Parashar; The workings, by Ramamurti; Further reading: a select and relevant bibliography, by Devendra Kumar.

LIFE INSURANCE CORPORATION OF INDIA

MURTHY, RAVALUR CHANDRA-SEKARA. Restructuring LIC: policy holders need a better deal. Business Standard, 3 June 81, p.5.

PREETI SINGH. Reorganisation of the Life Insurance Corporation: implications and emerging issues. Indian Management, 20(4) Apr. 81, p.23-6.

SINHA, B.M. Wages of ad hocism. Hindustan Times, 15 Apr. 81, p.9.

LIVESTOCK

JOSHI, H.C. and S.D. JHA. Harnessing livestock to reduce rural poverty. Kurukshetra, 29 (13) 1 Apr. 81, p.20-3, 29.

LOCAL GOVERNMENT

BARNETT, RICHARD R. and NEVILLE TOPHAM. A critique of equalising grants to local Governments. Scottish Journal of Political Economy, 27 (3) Nov. 80, p.235-49.

LOCAL TRANSPORTATION

BALASUBRAMANIAN, K.M. Traffic problem in metropolitan cities. Yojana, 25 (6) 1 Apr. 81, p.19-20.

HALDER, D.K. and SNIGDHA CHAKRABARTI. Observed demand and preference pattern of travel modes in Calcutta. Nagarlok, 12 (4) Oct.-Dec. 80, p.70-84.

If the supply of services is far below the requirement the act of choice does not always reveal the preference of the consumer in a given price-income situation. A quantitative exercise on the commuters of Calcutta city with the help of the data collected from a sample survey bears out the above observation among others. Supply of services, income of the commuters, types of modes, location of the origin and destination and hour of journey, etc., contribute severally to the decision of a commuter's use of a particular mode to perform the journey to work. It is often difficult to bring out clearly the preference pattern of the commuter commensurate with the income distribution of the working population and the fare structure of the available modes on the basis of field observations. Apart from the dichotomy between the act of choice and the unfulfilled preference pattern of the commuters and the use of transport, commuters' reaction to break journey and popular bias, if any, for any particular type of mode, etc., which have been tentatively worked out in this paper, need be adequately dealt with empirically as a prerequisite for transport planning in public transport. —*Authors.*

MCKNIGHT, CLAIRE, MARCIA WALSH, LEONARD ROBINS and ASHISH SEN. Transportation for the mobility limited: an analysis of current options. *Policy Analysis*, 6 (4) Fall 80, p.441-65.

SUBRAMANIAM, S. and S.K. MATHUR. Mass transportation criteria for cities in developing countries: a case study of Hyderabad. *Abhipraya*, 1 (3) Dec. 80, p.57-72.

LOTTERIES

MILLAR, JAMES R. and JAMES A GENTRY. The Soviet experiment with domestic lottery bonds. *Financial*

Management, 9 (4) Winter 80, p.21-9.

MANAGEMENT

DAYAL, ISWAR. Elitism in management: the need for reform. *Business Standard*, 22 Apr. 81, p.5.

FREEMAN, ELSA S. Selling your staff service to management. *Bureaucrat*, 9 (4) Winter 80-81, p.57-9.

JOHN, EASO. The role of top management: more than the custodian's approach. *ASCI Journal of management*, 10 (1) Sept. 80, p.30-9.

MEHTA, SURESH M. Management of large organisations: emerging issues. *Eastern Economist*, 76 (14) 3 Apr. 81, p.898-901.

VIDMER, RICHARD F. Management science in the U.S.S.R: the role of 'Americanizers'. *International Studies Quarterly*, 24 (3) Sept. 80, p.392-414.

MANPOWER

CHAKRAVARTY, NITISH. Manpower planning. *Hindu*, 19 May 81, p.8.

MEDICAL PROFESSION

MURALI MANOHAR, K. Why medicos dislike serving in villages? *Kurukshetra*, 29(15) 1 May 81, p.21-2, 24.

METROPOLITAN GOVERNMENT

SMITH, RUSSELL L. and C.W. KOHFELD. Interlocal service co-operation in metropolitan areas: the impact of councils of governments. *Midwest Review of Public Administration*, 14 (2) June 80, p.83-94.

MIGRATORY LABOUR

STANDING, GUY. Migration and

modes of exploitation : Social origins of immobility and mobility. *Journal of Peasant Studies*, 8(2) Jan. 81, p.173-211.

MILK

JACKSON, M.G. Operation flood and rural welfare. *Indian Express*, 6 Apr. 81, p.6.

SHAH, TUSHAAR. Producer behaviour, market structure, and technology in Indian dairy industry. *Vikalpa*, 6 (1) Jan. 81, p.1-13.

SURENDAR SINGH and R.K. SHARMA. Some implications of area choice in the operation flood II programme. *Economic and Political Weekly*, 16(13) 28 Mar. 81, p.A-15, A-28.

MONEY

BAGCHI, AMARESH. Bearer bonds scheme. *Economic Times*, 15 June 81, p.5 ; 16 June 81, p.5.

SAMAL, KISHOR. The parallel economy. *Business Standard*, 11 June 81, p.5 ; 12 June 81, p.5 ; 13 June 81, p.5.

MONOPOLIES

MENON, P.B. MRTP Act : is the criticism unfounded ? *Business Standard*, 19 May 81, p.5.

VERMA, D.P.S. Regulation of trade association activities. *Economic and Political Weekly*, 16 (22) 30 May 81, p.M59-68.

MONOPOLIES AND RESTRICTIVE TRADE PRACTICES COMMISSION

VERMA, D.P.S. A decade of MRTPC. *Economic Times*, 7 Apr. 81, p.5 ; 8 Apr. 81, p.5 ; 9 Apr. 81, p.5 ; 10 Apr. 81, p.5.

The Commission was established

in 1970 for the enforcement of the Monopolies and Restrictive Trade Practices Act, 1969. The first part of the article deals with the administrative set-up. It appears that scant attention is given to the proper constitution of the Commission. Most of the superior posts are filled by officers on deputation. A regular cadre of officers should be formed. The Commission does not have adequate infrastructure. Sachar Committee's recommendations for more powers to the Commission are pointed out. The functions of the Commission are analysed in the second part of the article. The third part deals with the unique provision in the Indian Act that the Commission can initiate inquiries on its own knowledge or information. It also deals with the appeals filed before the Supreme Court against the Commission's orders. Some of the important restrictive trade practice cases decided by the Commission are mentioned in the last part of the article.

MOTIVATION

WYNN, PAUL S. Motivation, orientations and the action perspective : an alternative framework. *Journal of Management Studies*. 17 (3) Oct. 80, p.251-60.

MOTOR TRANSPORTATION

DAS, NABAGOPAL. Road transport : need for more investment. *Statesman*, 14 May 81, p.6.

MATHUR, B.L. and R.K. MISHRA. (Univ. of Rajasthan, Jaipur) Working capital management—a case study. *Lok Udyog*, 14 (12) Mar. 81, p.47-50.

This study relates to the management of working capital in Rajasthan State Road Transport Corporation during 1972-73 to 1978-79. Its objectives are to quantify the size of the working capital held by the Corpora-

tion and efficiency in its use. First the trend in the current assets, current liabilities and working capital have been analysed. This is followed by an analysis of the use of working capital. Some ways and means are suggested to manage the working capital efficiently and effectively.

SATYANARAYANA RAO, B. (Univ. of Madras). Tools for measurement of efficiency in state passenger road transport corporations. *Lok Udyog*, 14 (11) Feb. 81, p.47-52.

There are no set devices for measuring efficiency of different units under public sector. Each of them requires a different measure. Profitability index supplemented with a few cost indices provides a correct measure of efficiency in state passenger road transport corporations. Here is an attempt to give methodology for measuring efficiency in public transport industry in Tamil Nadu.

MOUNTBATTEN, LORD

MOORE, R.J. Mountbatten, India and the Commonwealth. *Journal of Commonwealth and Comparative Politics*, 19 (1) Mar. 81, p.5-43.

MUNICIPAL BUDGET

NARASIMHULU, M. Municipal budgeting. *Indian Journal of Economics*, 61 (241) Oct. 80, p.223-30.

MUNICIPAL FINANCE

ARNOTT, RICHARD and RONALD E. GRIESON. Optimal fiscal policy for a state or local government. *Journal of Urban Economics*, 9 (1) Jan. 81, p.23-48.

State and local government services are enjoyed by, and taxes borne by, two groups, residents and non-residents. This paper addresses the question : if

state and local governments maximize their residents' welfare, and cannot distinguish between individual residents and non-residents but know the aggregate characteristics of the two groups what set of taxes(subsidies) and public goods should they choose? Some of the results obtained are : (i) even when all commodities are taxable and equity is ignored, the existence of non-resident consumption makes uniform taxation non-optimal; (ii) in some cases, whether a commodity should be taxed or subsidized is independent of its own-price elasticity; (iii) central cities may be subsidized by suburban residents; (iv) the ability of state and local governments to redistribute is inversely proportional to the openness of the economy.—*Reproduced*.

DESAI, V.D. Indian cities : inadequacy of resources. *Civic Affairs*, 28 (6) Jan. 81, p.9-21.

GHUGE, V.B. (Shivaji Univ., Kolhapur) Rationalisation of municipal resources : a case study. *Quarterly Journal of the Local Self-Government Institute*, 51 (3) Jan.-Mar. 81, p.157-63.

It has been said that one of the principal factors which inhibits municipal bodies from administering civic services efficiently is acute paucity of funds. This is largely true. However, it is also true that a number of municipalities have not made fullest use of the fiscal powers and opportunities which they have. An imaginative and rationalised system of tax structure could significantly augment the resources of the municipalities even within the present framework of the state Acts. DR. V.B. Ghuge analyses the resources raised by the Kolhapur Municipal Corporation to meet its various civic obligations. He suggests various steps which could be taken to rationalise the tax structure which would not only be more equitable but also greatly add to the revenues of the

Corporation.—*Reproduced.*

HUSSAIN, AIZAZ. Financial pattern of local bodies in India. *Urban India*, 1(2) Oct.-Dec 80, p.17-21.

MUNICIPAL GOVERNMENT

SINGH, HOSHIAR. Problems of urban government. *Hindustan Times*, 2 Apr. 81, p.9.

This is an attempt to analyse the problems faced by urban governments. They are: outdated administrative structure, lack of talented leadership, inadequate finances, unhappy relationship between deliberative and executive wings, lack of proper planning and development policies, unwanted interventions from the State Government, and lack of administrative policy for the informal sector. Some measures to overcome these problems are suggested.

MUNICIPAL SERVICES

FITZGERALD, MICHAEL R. and ROBERT F. DURANT. Citizen evaluation and urban management : service delivery in an era of protest. *Public Administration Review*, 40(6) Nov.-Dec. 80, p.585-94.

MLADENKA, KENNETH R. The urban bureaucracy and the Chicago political machine : who gets what and the limits to Political control. *American Political Science Review*, 74(4) Dec. 80, p.991-1017.

OTT, MACK. Bureaucracy, monopoly, and the demand for municipal services. *Journal of Urban Economics*, 8(3) Nov. 80, p.362-82.

SHARP, ELAINE B. Towards a new understanding of urban services and citizen participation : the co-production concept. *Midwest Review of Public Administration*, 14(2) June 80,

p.105-18.

NEHRU, JAWAHARLAL

GANESH PRASHAD. Nehru's early perception of new forces. *Mainstream*, 19(39) 30 May 81, p.14-18.

MANOR, JAMES. Nehru remembered. *Seminar*, (261) May 81, p.12-15.

MISHRA, GIRISH. Nehru's contribution to agricultural development. *Mainstream*, 19(39) 30 May 81, p.11-14.

NEIGHBOURHOOD PLANNING

GOERING, JOHN M. Towards a national policy for neighborhoods : a conversation between a policy maker and a social scientist. *Public Administration Review*, 40 (6) Nov.-Dec. 80, p. 553-60.

NUTRITION

CHERIAN, JACOB. Community nutrition in rural areas. *Kurukshetra*, 29(12) 16 Mar. 81, p.15-18,28.

FISCHLER, CLAUDE. Food habits, social change and the nature/culture dilemma. *Social Science Information*, 19 (6) 80, p.937-53.

KRISHNAJI, N. On measuring the incidence of undernutrition : a note on Sukhatme's procedure. *Economic and Political Weekly*, 16 (22) 30 May 81, p.989-92.

NAUTIYAL, K.C. Nutrition in educational policy and planning in India. *EPA Bulletin*, 3 (4) & 4 (1) Jan.-Apr. 81, p.22-9.

SHAH, C.H. and N.C. SHAH. In search of demand for nutrition: estimation of expenditure elasticities of calories and food taste in rural India. *Anvesak*, 10 (2) Dec.80, p.149-67.

OFFICIAL SECRETS

ABRAHAM, A.S. Curbing free information: US more to tighten official secrecy. *Times of India*, 5 June 81, p.8.

PASRICHA, K.L. Secrets of government: democracy denied in the dark. *Statesman*, 30 May 81, p.8

Official Secrets Act, 1923, is too comprehensive in scope and coverage and far in excess of India's genuine requirements of official secrecy. It provides undue temptation for malfunctioning, corruption, and worse. The law places a serious curb on the democratic right of the people to know about the deliberative processes in the government. The law on official secrets in other democracies is very liberal. The Indian legislation, a hangover of the colonial period, is weighted against free inquiry, availability of maximum information to the public, and accountability of those who act and govern on behalf of the people. A more open system coupled with high-powered ombudsman can pull the country out of many of its difficulties.

OLD AGE SECURITY

VLASSOFF, M. and CAROL VLASSOFF. Old age security and the utility of children in rural India. *Population Studies*, 34 (3) Nov. 80, p.487-99.

ORGANISATION

DAFT, RICHARD L. The evolution of organization analysis in ASQ, 1959-1979. *Administrative Science Quarterly*, 25 (4) Dec. 80, p.623-36.

EDEN, COLIN, SUE JONES, DAVID SIMS and TIM SMITHIN. The intersubjectivity of issues and issues of intersubjectivity. *Journal of Management Studies*, 18 (1) Jan. 81, p.37-47.

MILLER, DANNY. Toward a new contingency approach: the search for organizational Gestalts. *Journal of Management Studies*, 18(1) Jan. 81, p.1-26.

MORGAN, GARETH. Paradigms, metaphors and puzzle solving in organization theory. *Administrative Science Quarterly*, 25 (4) Dec. 80, p.605-22.

ORGANISATIONAL CHANGE

BRISCOE, DENNIS R. Organizational design: dealing with the human constraint. *California Management Review*, 23 (1) Fall 80, p.71-80.

NADLER, DAVID A. Managing organizational change: an integrative perspective. *Journal of Applied Behavioral Science*, 17(2) Apr.-June 81, p.191-211.

PORRAS, JERRY I. and ALAN WILKINS. Organization development in a large system: an empirical assessment. *Journal of Applied Behavioral Science*, 16(4) 80, p.506-34.

PAKISTAN—ECONOMIC CONDITIONS

BHATIA, B.M. Will Pakistan implement Schiller report? *Amrita Bazar Patrika*, 26 May 81, p.6.

PERSONNEL

DAYAL, ISHWAR. Concept of man in management. *Economic and Political Weekly*, 16(22) 30 May 81, p.M81-7.

THAYER, PAUL W. Personnel challenges in the eighties. *Public Personnel Management*, 9(4) 80, p.327-35.

PERSONNEL—SERVICE RATING

BEAULIEU, ROD. An easier look at performance appraisal. *Training and Development Journal*, 34(10) Oct. 80, p.56-8.

CHILD, JOHN. Factors associated with the managerial rating of supervisory performance. *Journal of Management Studies*, 17(3) Oct. 80, p.275-302.

DAWIS, RENE V. Personnel assessment from the perspective of the theory of work adjustment. *Public Personnel Management*, 9(4) 80, p.268-73.

FINKLE, ARTHUR L. Avoiding pitfalls in performance appraisal systems. *Bureaucrat*, 9(4) Winter 80-81, p.60-2.

KIRBY, PETER G. Performance improvement the adult way. *Personnel*, 57 (6) Nov.-Dec. 80, p.35-43.

PERSONNEL, PUBLIC-EMPLOYEE RELATIONS

STENNING, RON. Contemporary trends in labour relations in the United Kingdom's public sector. *Public Personnel Management*, 9 (4) 80, p.302-11.

PERSONNEL, PUBLIC-LAYOFF

GREENHALGH, LEONARD and ROBERT B. MCKERISIE. Cost-effectiveness of alternative strategies for cut-back management. *Public Administration Review*, 40 (6) Nov.-Dec. 80, p.575-84.

"LEADERSHIP in an Era of Retrenchment": a symposium. *Public Administration Review*, 40 (6) Nov.-Dec. 80, p.603-26.

Contents: Leadership in an era of retrenchment, by Robert D. Behn; Overcoming the limits to personnel cut-backs: lessons learned in Pennsylvania, by Robert C. Wilburn and Michael A. Worman; Leadership for cut-back management: the use of corporate strategy by Robert D. Behn; Preventing or eliminating planned deficits: restructuring political incen-

tives, by Irene Rubin.

PERSONNEL, PUBLIC-POLITICAL ACTIVITIES

SAPRU, R.K. (Punjab Univ., Chandigarh). Strikes and political activities of government employees: a case study of Haryana. *Prashasika*, 9 (1-2) Jan.-June 80, p.47-66.

Haryana government employees have mainly staged demonstration and rallies and have taken recourse to strikes only rarely in protest against the indifferent attitude of the government towards their demands. The analysis of these activities indicates that government itself is responsible for such incidents. Different democratic countries have construed different restraints on civil servants to maintain political neutrality, but the present tendency is to lessen the restrictions on political activities. The author is in favour of political rights for public employees provided there is no misuse.

SHARMA, G.B. (Carleton Univ., Canada). Political rights of public servants under democratic states: outlines of a framework for comparative study. *Indian Journal of Public Administration*, 27 (1) Jan.-Mar. 81, p.67-84.

G.B. Sharma in his article on the political rights of public servants under democratic states, analyses the prevailing practice in seven countries, namely, Australia, Canada, W. Germany, France, India, the UK and the USA. He confines himself to four significant aspects of political rights of civil servants in these countries: the right to contest election; the right to freedom of expression; the right to form association or join trade unions; and the right to strike. According to him the entire question of 'neutrality' of public servants is under review in several countries and there is a case in general for

more liberalisation of these rights. Among the seven countries discussed, according to Sharma, France is the most liberal and India is the most rigid. One lesson that Sharma draws from his analysis is that even in those countries where public servants have significantly larger freedom, there is no threat to the democratic order nor does it portend any political disaster. — *Reproduced from editorial.*

PERSONNEL, PUBLIC-SELECTION

D'SOUZA, J.B. Selection for civil services : change in the system vital. *Economic Times*, 9 May 81, p.5.

Union Public Service Commission has to procure a sizable proportion of the best talent in the country at the appropriate age level to man the foreign and the civil services. Now though the private sector is aggressively searching for managerial talent, the Commission is still functioning the same way as it did forty years ago. The written examination needs overhauling, and so does the interview process. There is no attempt to advertise the joys of the public service which can compensate for the inadequate salary scales. At the interview stage there is no conscious assessment of the candidate's mental calibre. Many of the aspirants are rapidly losing their interest in the subjects they learn in colleges. Another dismal feature is the proliferation of coaching classes and cram-shops for the candidates.

PERT

STUDER, SHARON. Evaluative need assessments : can they make evaluation work ? (can anything make evaluation work). *Bureaucrat*, 9(4) Winter 80-81, p.14-21.

POLICE

ANANTHACHARI, T. Policing of tribal areas. *Indian Police Journal*,

27(1) July-Sept. 80, p.12-18.

AUSSANT, GILLES. Applied psychology in police training, police operations and human relations. *Indian Police Journal*, 27(2) Oct.-Dec. 80, p.61-8.

BAILLARGEON, DIANE L. and DENNIS C. SMITH. In pursuit of safety : alternative patterns of police production in three metropolitan areas. *Journal of Social Issues*, 36(4) 80, p.35-58.

BALARAM, A. Police functions unrealistic. *Hindu*, 2 June 81, p.17.

DHAR, M.K. Policing the police. *Hindustan Times*, 4 Apr. 81, p.9.

HOOJA, G.B.K. The crisis of Indian police. *Prashasika*, 9(1-2) Jan.-June 80, p.17-20.

KATOCH, G.C. Border forces : a blue-print for reorganization. *Statesman*, 20 Apr. 81, p.6.

A number of para-military and police forces have been deployed along different sections to guard our land frontiers. — The present arrangements about these forces suffer from various weaknesses. As a result of their differing procedures, outlook and background, these forces, suitable for maintenance of law and order, cannot easily be integrated with the army in a war situation. It is suggested that a cohesive force, quasi-military rather than quasi-police should be evolved, and placed under one authority. The advantages of such a set-up are pointed out.

MCKENNA, JAMES S. MARK BREUER and RALPH B. SINGER. Police social services. *CBI Bulletin*, 15(4) Apr. 81, p.9-10.

PARKER, K.A.L. The constitutional structure of the metropolitan police. *Police Journal*, 53(4) Oct.-Dec. 80,

p.324-39, 54(1) Jan.-Mar.81, p.8-21.

RAJGOPAL, P.R. Police and the challenges ahead. Indian Express, 9 June 81, p.6.

Not much has been done to re-design and restructure the police system to cope with the changes in our public life. The system as it is constituted, is not capable of controlling and preventing the riots in the countryside. The system has to be improved to measure up to the socio-economic changes which have generated social tensions and economic conflicts. Police is a state subject but as many times the criminal operations are spread over a number of states, the police system should be at least partially federalised.

RAVINDRA KUMAR. Police raj : why not ? Statesman, 17 May 81, p.1.

The Police Commissioner system is inherently better suited to policing a free country but has to fight a bitter battle for survival against the IAS hierarchy who are clamouring for the continuance of the District Magistrate system. Various IAS officials have argued against the Commissioner system before different Police Commissions. Policing has become a sophisticated professionalised exercise. The Commissioner system enables an officer to take a quick decision and execute it. The case for Commissioner system is strong and the government should better implement what many Commissions have recommended.

SINGHVI, G.C. A consolidated and up-dated police act : a preview. Indian Police Journal, 27(2) Oct.-Dec. 80, p.13-21.

SREEKUMAR, R. Police war on tribals in Andhra district. Mainstream, 19(36) 9 May 81, p.7-8.

POLICEWOMEN

MISHKIN, BARRY D. Female police in the United States. Police Journal, 54(1) Jan.-Mar. 81, p.22-33.

POLITICAL PARTIES

SETHI, J.D. The opposition's choice. Tribune, 1 June 81, p.4; 2 June 81, p.4.

POLLUTION

CHERUNILAM, FRANCIS. Hazards of environmental pollution, Kuru-kshetra, 29(17) 1 June 81, p.17-19.

POPULATION

KRISHNAMURTY, J. and K. SUNDARAM. India's population : projections and expectations. Economic Times, 13 Apr. 81, p.5.

MAYUR, RASHMI. Implications of over population in India. Civic Affairs, 28(7) Feb. 81, p.9-13.

RAMALINGASWAMI, V. Human numbers and human needs. Mainstream, 19(33) 18 Apr. 81, p.21-4.

TATA, J.R.D. Checking population growth. Hindustan Times, 19 May 81, p.9.

POPULATION—MIGRATION

MUKHERJI, SHEKHAR. A general field theory of movement dynamics. Manpower Journal, 16(1) Apr.-June 80, p.39-66.

PORTS

KULKARNI, S.R. Ensuring efficient working of ports. Commerce, 141(3628) Annual No. 80, p.149-52.

RAY, SUBRATA. Ports : new challenges. Commerce, 141(3628) Annual No. 80, p.145-8.

POVERTY

DIMENSIONS of poverty in India. *Social Change*, 11(1) Mar. 81, p.3-36. (Entire issue).

Contents : Demographic aspects of the problem of poverty and inequality, by Sumati Kulkarni; Removal of poverty and SFDA : a case study, by Chakradhar Sinha and Jiwitesh Kumar Singh; Socio-economic disparities and social tension in rural Punjab : a case study, by B.K. Agarwal and A.K. Gupta; Correlates of scholastic achievement of socially disadvantaged students, by Amar Kumar Singh and Meera Jaiswal; Poverty in India : case for a new education system, by Keshav Dev Gaur.

GANS, HERBERT J. What can be done about poverty ? *Dissent*, winter 81, p.40-6.

MANE, S.N. Poverty in India. *Economic Times* 10 Apr. 81, p.5; 11 Apr. 81, p.5.

MARSHALL, T.H. Poverty or deprivation ? *Journal of Social Policy*, 10(1) Jan. 81, p.81-7.

RAGHAVA REDDY, G. and G. ERRAIAH. The challenge of Indian poverty. *Khadi Gramodyog*, 27(7) Apr. 81, p.345-52.

SAITH, ASHWANI. Production, prices and poverty in rural India. *Journal of Development Studies*, 17(2) Jan. 81, p.196-213.

SASTRY, S.A.R. Poverty : concepts and measurement. *Indian Journal of Economics*, 61(241) Oct. 80, p.147-60.

PRESIDENTS

HART, JOHN. Assessing presidential leadership : a comment on Williams and Kershaw. *Political Studies*, 28(4)

Dec. 80, p.567-78.

WILLIAMS, ROBERT J. Apologists and revisionists : a rejoinder to Hart. *Political Studies*, 28(4) Dec. 80, p.579-83.

PRESS

CHUTKOW, PAUL. Press freedom : a joint dedication at Talloires. *Statesman*, 23 May 81, p.6.

DATTA-RAY, SUNANDA K. Advantages of distance : press must retain its separateness. *Statesman*, 25 Apr. 81, p.6.

GOPALAN, S. A government newspaper ? *Economic Times*, 29 Apr. 81, p.5.

SAHAY, S. Assam censorship case. *Statesman*, 21 May 81, p.6.

SARKAR, CHANCHAL. A free press : bureaucratic bugbear ? *Vidura*, 18(2) Apr. 81, p.115-23.

SORABJEE, SOLI. Will the censors never learn ? *Indian Express*, 8 June 81, p.6.

VERMA, D.P.S. The newspaper industry. *Business Standard*, 21 May 81, p.5; 22 May 81, p.5.

PRICES—REGULATION

AGGARWAL, Y.K. Price control : a review of the system. *Economic Times*, 28 May 81, p.7.

COX, CHARLES C. The enforcement of public controls. *Journal of Political Economy*, 88(5) Oct. 80, p.887-916.

MUKHERJI, BADAL, PRASANTA K. PATTANAIK and R.M. SUND-RUM. Rationing, price control and black marketing. *Indian Economic Review*, 15(2) Apr.-June 80, p.99-118.

PRIVACY, RIGHT OF

SAHAY, S. Privacy: threatened by state and press. *Vidura*, 18(2) Apr. 81, p.98-9.

PROJECT MANAGEMENT

HOOJA, RAKESH. Project approach and development administration in India. *Prashasnik*. 9(1-2) Jan.-June 80, p.91-107.

JOSHI, NAVIN CHANDRA. Financial analysis of a project. *Management in Government*, 12(3) Oct.-Dec. 80, p.249-56.

SANGWAN, P.S. (Planning Commission, New Delhi) Monitoring systems—concept, need and applicability. *Indian Journal of Public Administration*, 27(1) Jan.-Mar. 81, p.150-60.

In essence, monitoring is watching the progress of a project against the targets of time and resources. This is done through periodic reporting during the project implementation stage identifying shortfalls and lags in other areas. Sangwan, in his article on the subject, gives the concept, need, and applicability, especially in the development programmes in India, and lays down the steps that any project should take in adopting the monitoring system.

It is Sangwan's opinion that monitoring is applicable to different projects within the organised sector as also in the dispersed sector, but its wider use is subject to a better system of data collection, especially in the agriculture developmental programmes. Similarly, Sangwan envisages the possibility of adopting the monitoring system to DPAP, SFDA, FWP, NREP, etc., provided, of course, the requisite information is scientifically gathered and analysed at a central nodal point.
—*Reproduced from editorial.*

PROPERTY TAXES

SCHROEDER, LARRY. Property tax

equalization rates : implications of their use in tax in equality cases in the city of New York. *American Journal of Economics and Sociology*, 40(1) Jan. 81 p.79-95.

PROVIDENT FUND

RAO, S.B. Public provident fund. *Capital*, 186(4658) 25 May 81, p.20-1.

PUBLIC ADMINISTRATION

BAILEY, STEPHEN K. Improving federal governance. *Public Administration Review*, 40(6) Nov.-Dec. 80, p.548-52.

DAYAL, ISHWAR. Managerial perspectives. *Economic Times*, 27 Apr. 81, p.5; 28 Apr. 81, p.5.

Viewing from the managerial perspectives for strengthening the democratic systems, three necessary areas for maintaining democracy's strength are discussed. The areas are: (1) a belief in the ethics of persuasion, (2) countervailing organisations to achieve a dynamic balance between various interest and task groups, and (3) encouraging individual growth and self-confidence. Some approaches to action planning that would enable these areas to develop and strengthen the democratic system are analysed. The crucial elements in democracy are leadership preparation, dynamics of policy making, system development, and organisation building. Planned results can be achieved when action planning concerns itself simultaneously with what is to be achieved and how it can best be achieved.

MOSHER, FREDERICK C. The changing responsibilities and tactics of the federal government. *Public Administration Review*, 40(6) Nov.-Dec. 80, p.541-8.

SATYA DEVA. (Punjab Univ. Chand-

garh). Alienation and administration in developing countries. *Mainstream*, 19 (40) 6 June 81, p.19-23.

Marx's conceptualisation of alienation is highly complex. Using Marx's categories and India as a case this article is an attempt to develop hypotheses for describing and explaining the problems of administration in developing countries. Four inter-related aspects of alienation are identified. Their hypothesized manifestations in administration are : (1) man's alienation from the product of his labour—inefficiency; (2) from himself—ineffectiveness; (3) from mankind—irresponsibility; and (4) from man—immorality. These four aspects are analysed.

SPECIAL issue : understanding public administration. *Australian Journal of Public Administration*, 39(3-4) Sept.-Dec. 80, p.263-555. (Entire issue).

Contents : Foreword, by R. Else-Mitchell; Introduction, by G.R. Curnow and R.L. Wattenhall; Intellectual stance, by R.S. Parker and R.L. Wattenhall; Intellectual stance, by R.N. Spann and G.R. Curnow; A practitioner's viewpoint, by A.J.A. Gardner; Responsible government and ministerial responsibility, by G.S. Reid; The study of Australian federalism by K.W. Knight; State government in Australia, by J. Holmes; The discipline of public administration and the study of local government, by J.M. Power; Reflections on trends in organisation theory, by V. Subramaniam; Organizations as reward systems: a comparative analysis, by Leon Peres; Public personnel administration, by D.C. Corbett; Quangos, networks, pluralists, spiralists, commentators, by W.J.M. Mackenzie; Administrative history, by L.J. Hume; Administrative reform, by Gerald E. Caiden; Administrative ethics, by Colin A. Hughes; Administration and daily life, by Bernard Schaffer; Public administration as a teaching and

research field, by R.D. Scott and R.L. Wattenhall; The study of Public Policy, by Patrick Weller; a new public administration, by Geoffrey Hawker; Retrospect, by R.L. Wattenhall and G.R. Curnow; Appendix.

PUBLIC HEALTH

GREENBERG, GEORGE D. Block grants and state discretion: a study of the implementation of the partnership for Health Act in three states. *Policy Sciences*, 13(2) Apr. 81, p.153-81.

PUBLIC OFFICIALS

THOMPSON, DENNIS F. (Princeton) Univ., Princeton Moral responsibility of public officials: the problem of many hands. *American Political Science Review*, 74(4) Dec. 80 p.905-16.

That many different officials contribute in many different ways to decisions and policies in the modern state makes it difficult to ascribe moral responsibility to any official. The usual responses to this problem—based on concepts of hierarchical and collective responsible—distort the notion of responsibility. The idea of personal responsibility—based on causal and volitional criteria—constitutes a better approach to the problem of ascribing responsibility to public officials. Corresponding to each of these criteria are types of excuses that officials use in defending the decisions they make. An analysis of the conditions under which the excuses eliminate or mitigate responsibility provides a foundation for accountability in a democracy.
—*Reproduced.*

PUBLIC UTILITIES

MISRA, GIRISH K. Public utilities in urban Delhi. *Social Welfare*, 28(1-2) Apr.-May 81, p.11-13, 45-6.

PUBLIC WELFARE

DIXON, JOHN. The Chinese workers' social assistance system 1949-1979. *International Social Work*, 24(1) 81, p.23-35.

PUNISHMENT

GRASMICK, HAROLD G. and GEORGE J. BRYJAK. The deterrent effect of perceived severity of punishment. *Social Forces*, 59(2) Dec. 80, p.471-91.

PURCHASING

SARMA, ATUL and K.M. PAREKH. Methodology of estimation of government purchases with illustrations of Maharashtra, Gujarat, Rajasthan and Madhya Pradesh. *Anvesak*, 10(2) Dec. 80, p.169-94.

This study is an attempt to develop a methodology to estimate the commodity purchases made by State Governments, those by the Union Government within the State and those by the local bodies on the basis of the existing data sources and to illustrate the methodology in the case of Maharashtra, Gujarat, Madhya Pradesh and Rajasthan for the year 1971-72.

RADIO IN EDUCATION

SUDAME, G.R. and D.R. GOEL. School broadcasts in India : planning and administration. *EPA Bulletin*, 3(4) and 4(1) Jan.-Apr. 81, p.9-21.

RAILWAYS

BOSE, AJOY. What is wrong with our railways ? *Hindustan Times*, 21 June 81, p.1.

GAUBA, S.S. Investment on railways. *Economic Times*, 25 June 81, p.5.

GUJRAL, M.S. Big challenge before railways. *Commerce*, 141(3628) Annual No. 80, p.127-30.

KHOSLA, G.S. Railway environment : cow's milk would turn sour. *Statesman*, 2 June 81, p.6.

KHOSLA, G.S. Railway wagons : the game of numbers. *Statesman*, 16 Apr. 81, p.6.

PARANJAPE, H.K. What is wrong with the Indian Railways ? *Commerce*, 141(3628) Annual No. 80, p.113-25.

PARSONS, T.G. Government contracts and colonial manufacture : the example of the Victorian Railways in the 1870s. *Australian Journal of Politics and History*, 26(2) 80, p.242-53.

REGIONAL PLANNING

CHETWYND, ERIC, Jr. Regional planning to strengthen the contribution of urban centres to rural development. *Development Digest*, 8(4) Oct. 80, p.32-44.

MAHESH CHAND and V.K. PURI. Regional development and planning in India. *Indian Journal of Economics*, 61(242) 80-81, p.259-92.

RESEARCH

PELC, KAROL I. Future research in a university. *Indian Review of Management and Future*, 4(1) 80-81, p.51-4.

RESERVATIONS

DESAI, L.P. Anti-reservation agitation and structure of Gujarat society. *Economic and Political Weekly*, 16(18) 2 May 81, p.819-23.

JANARDANA SWAMY, P. Reservation : a pragmatic approach. *Hindu*, 21 Apr. 81, p.17.

KHANNA, K.C. The policy on reservations : need to correct distortions. *Times of India*, 21 Apr. 81, p.8.

KHARI, HARISH. Why reservations. *Hindustan Times*, 11 Apr. 81, p.9.

MAURYA, B.P. Caste and reservation. *Hindustan Times*, 9 May 81, p.9.

MISHRA, S.N. Reservations and distributive justice. *Mainstream* 19(33) 18 Apr. 81, p.15-20.

SAKSENA, N.S. Fruits of reservation. *Patriot*, 26 Apr. 81, p.1.

SETHI, J.D. Politics of reservation. *Tribune*, 15 Apr. 81, p.4; 16 Apr. 81, p.4.

ROADS

PATANKAR, VASANT. Primary Importance of rural link roads. *Commerce*, 141(3628) Annual No. 80, p.131-7.

RURAL DEVELOPMENT

BANERJEE, B.G. (Panjab Univ., Chandigarh). Rural development and the social anthropologist. *Indian Anthropologist*, 10(2) Dec. 80, p.109-14.

Human values, a vital factor, is often overlooked in assessing the success of rural development projects. In rural development if the stress is to be on quality of life, of all the scientists, the discipline of social anthropologist, has substantial relevance. The focus of social anthropologist is on dual targets of removing rural poverty and enabling development of the potential in every villager. Stronger the background in field-studies, the greater the chances of a social anthropologist of making mark in rural development. If the State favours an integrated and comprehensive approach to the formulation of policy, then the social anthropologist needs to be regarded as a senior authority, expert and consultant, rejection of whose advice may imperil the project.

DEVENDRA KUMAR. Technology for rural development. *Voluntary Action*, 23(11) June 81, p.445-8.

D'SOUZA, VICTOR S. and SARITA KAMRA. (Panjab Univ., Patiala). Urbanisation and rural development in Punjab. *Social Action*, 31(2) Apr.-June 81, p.129-43.

This study of the relationship between urbanisation and rural development in the Punjab uses 1971 census data and the technique. Measure of Industrial Diversification (MID), based on the census classification of nine industrial categories of workers, to test two major hypotheses : (1) that urbanisation as such is not a determinant of rural development; and (2) that the greater the degree of development in the urban area, the greater the degree of development in the rural hinterland. This study suggests that the complex relationship between industrialisation in urban centres and the development of the surrounding rural region is influenced by several intervening factors such as distance from urban settlements and geographical conditions.—*Reproduced.*

FRIEDMANN, JOHN. The active community: towards a political territorial framework for rural development in Asia; comments by Jos G.M. Hillhorst, Om Prakash Mathur, B.S. Bhooshan and K.V. Sundaram. *Regional Development Dialogue*, 1(2) Autumn 80, p.39-101.

KAMTA PRASAD. Rural development: integrated plan and banking system. *Economic Times*, 20 June 81, p.5-6.

KULKARNI, S.D. Taxing public trusts doing rural development. *Voluntary Action*, 23(11) June 81, p.432-5.

MEHTA, S.R. Role analysis of the village Development Officer in Mauritius, *Indian Journal of Social Work*, 42(1) Apr. 81, p.63-74.

MOULIK, T.K. (Indian Institute of Management, Ahmedabad). Action research on rural development for rural poor: the Dharampur project, *National Labour Institute Bulletin*, 6(1-2) Jan.-June 80, p.59-75.

In 1975 the Centre for Management in Agriculture at the Indian Institute of Management, Ahmedabad, undertook a five-year programme of action research in rural development with particular focus on the rural poor. The areas for this research have been broadly classified into four categories: a tribal area, a drought prone area, an area with severe institutional handicaps, and a poverty region surrounded by a relatively prosperous area. The first project area chosen was the Dharampur taluka in Valsad district of Gujarat State as a tribal area. This taluka happens to be one of the poorest tribal talukas in India. This paper reports in brief the working of the first project at Dharampur. Activities in progress are listed in the annexure.

MURTHY, K.R.S. (Institute of Rural Management, Anand). Developing managers for rural development. *Management in Government*, 12(3) Oct.-Dec. 80, p.203-13.

Besides increasing the productivity the rural producers need efficient market links. In addition to initiative and incentives for self-employment the weaker sections need rural managers to deal with market forces. In relation to an industrial manager, a rural manager has to be much more entrepreneurial, have an ability to deal with much greater complexity and diversity, and be comfortable in operating at multiple levels: village, district, state and national. The managerial skills needed

at each level are different. Against the need for trained and motivated rural managers the author has described the functioning of the Institute of Rural Management established at Anand in 1979.

NEELAKANTESWARA RAO, N. (Andhra Univ., Waltair). Rural colleges can help in rural development, *Kurukshetra*, 29(14) 16 Apr. 81, p.10-11.

Assuming that the rural college is conscious of its obligations to the rural community around, the author has enumerated various ways in which it can serve the community. Some of the areas where the student-groups can be of great help to the rural community are also pointed out.

SETHI, J.D. Organising the rural poor. *Economic Times*, 18 May 81, p.5; 19 May 81, p.5.

Various growth models adopted by the poor countries during the last three decades have failed to deliver the goods. In India, about two-thirds of the rural households consist of farm workers and the unemployed. Most of the people living below the poverty line come from these classes. Being unorganised the rural labour command low wage rates, sometimes below the subsistence rate. Unfortunately, the need to organise the rural poor is debated without intensive analysis. They are exploited both by the urban and the rural rich. Various ways to organise the rural poor are identified and analysed. Decentralisation of power is absolutely necessary for any scheme of organising the poor to succeed. The biggest hurdle is the local bureaucracy recruited from non-poor classes. Programmes of rural development should be so structured

as to make the beneficiaries themselves responsible for operating them. A new strategy of organising the rural poor around programmes meant for them, beginning with those which least irk the prevailing power structure has to be formulated, initiated and expanded.

SHARMA, SUDESH KUMAR, (Panjab Univ., Chandigarh). Rural development : approaches and management strategy. *Management in Government*, 12(3) Oct.-Dec. 80, p.236-48.

Integrated rural development is a multifacet framework involving a multi-disciplinary approach. Preparation of integrated plans is a highly specialised job and State Governments are busy drawing different types of plans. Districts should be grouped under broad homogeneous regions to locate the critical developmental problems and the types of thrusts needed. The development programmes should be backed by substantial learning inputs. It is suggested that monitoring-cum-concurrent evaluation at the field level should be conducted by the Block Development Officer and the district level officer at the block and whole district level respectively.

SOLANKI, S.S. (CSIR, New Delhi). Impact of rural development programme on skill formation; a case study of Haryana villages. , 27(7) Apr. 81, p.361-9.

For various reasons the results of rural development programmes have not come upto the expectations. In these programmes, the rural workers especially the artisans, small farmers and landless labourers, have not been given their due place. The emphasis has to be on the skill formation of rural workers. This paper is an attempt

to assess the impact on skill formation. A case study conducted in Haryana reveals that though literacy has increased, formal technical education is absent and no attention has been paid to provide skills in village crafts, so important in the village economy.

SPEEDING up the work of rural development. *Kurukshetra*, 29(13) 1 Apr. 81, p.8-12.

Here are the recommendations of the National Seminar on Integrated Rural Development organised by Sri Ramakrishna Mission Vidyalaya, Coimbatore on 28-30th January, 1981.

TANDON, RAJESH and L. DAVE BROWN. Organization-building for rural development : an experiment in India. *Journal of Applied Behavioral Science*, 17(2) Apr.-June 81, p.172-89.

This paper argues that local organizations able to act on behalf of the rural poor are critical to constructive social change in developing societies. An intervention for building such local organizations is described conceptually and its implementation illustrated in work with small farmers in rural India. Time series data collected over 30 months revealed significant changes in activities by trained groups. Trained groups undertook more initiatives that were planned, informed, collectively organized, successful in influencing the village as a whole, and successful in influencing agencies outside the village. Qualitative data also indicated important changes in trained-group activities. The relevance of applied behavioral science theory and technology to rural development and social change is discussed in the light of these findings.—*Reproduced*.

WU, CHUNG-TONG. Transforming

rural development strategies: a preliminary report on China, comments by Benedict Stavis and G. Shabbir Cheema. Regional Development Dialogue, 1(2) Autumn 80, p.102-30.

RURAL-URBAN MIGRATION

RHODA, RICHARD E. Development activities and rural-urban migration. Development Digest, 8(4) Oct. 80, p.3-21.

SINGH, J.P. Population mobility in India : studies and prospects. Sociological Bulletin, 29(1) Mar, 80, p.33-62.

SALES TAX

SAMAL, KISHOR. Additional excise: no substitute for ST. Business Standard, 3 Apr. 81, p.5.

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SMALL savings special. Capital, 186 (4657) 18 May 81, p.2-16.

Contents : Saving scheme—how attractive are they? by D.P. Mukherjee; Are bank deposits fruitful savings? by B. Dasaradharmi Reddy; Chit fund fever; West Bengal role in mobilization of small saving, by M.G. Kutty; Chit funds and small savings, by S.B. Rao; Profile of private finance and investment firms; LIC picture of turmoil,

SCHEDULED CASTES

CHAUDHRY, D.R. Birth of New "Harijan elite", Tribune, 17 Apr, 81, p.10-14.

JAYARAM, N. Fresh look at Harijan question, Mainstream, 19(38) 23 May 81, p.10-14.

KRISHNAN, P.S. Generation of employment and self-employment among scheduled castes of India. National Labour Institute Bulletin, 6(1-2) Jan.-June 80. p.43-6.

MALHOTRA, Inder. Gujarat's caste conflict, Times of India, 7 May 81, p.8; 8 May 81, p.8.

SCIENCE AND STATE

SHAH, NAROTTAM. Government expenditure on science and technology in India, Society and Science, 4(1) Jan.-Mar. 81. p.33-63.

SEEDS

SATYA DEVA, (Panjab Univ. Chandigarh), The National Seed Project in India. Journal of Administration Overseas, 19(4) Oct. 80. p.262-9.

The National Seed Project was started in India with World Bank aid in 1976 to support development of India's seed industry. Haryana Seeds Development Corporation was set up in 1974. This article is a case study of the Project in Haryana, one of the four states where it is being implemented with special reference to the production and utilization of certified wheat seed. The problems of seed growers are analysed, and the difficulties in processing and marketing are pointed out. Certified seed is being used only by land owners and high caste farmers and not by tenant or low caste farmers. The benefit of new scientific knowledge has not reached those who need it most.

SECRET SERVICE

SATINDRA SINGH. Our intelligence services. Tribune, 27 May 81, p.4.

SEPARATION OF POWERS

JAIN, S.N. Supreme court, parliament and the constitution. *Political Change*, 3(2) July 80-Feb. 81, p.48-66.

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DHOLAKIA, RAVINDRA H. and YATIN O. PARIKH. Baroda slums: education by caste and class. *Economic Times*, 30 May 81, p.5.

NAIK, D.D. The problem of sprawling slums. *Civic Affairs*, 28(6) Jan. 81, p.47-51.

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WARNER, KENNETH E. State legislation on smoking and health: a comparison of two policies. *Policy Sciences*, 13 (2) Apr. 81, p.139-52.

SOCIAL CHANGE

BARU, SANJAYA and AMITABH DASGUPTA. Studying society and social change. *Economic and Political Weekly*, 16 (19) 9 May 81, p.874-5.

SETH, S.C. Relevance of futuristic thinking for socio-economic change. *Indian Review of Management and Future*, 4 (1) 80-81, p.1-3. 11.

SINHA, V.M. Change, administration and law. *Political Change*, 3 (2) July 80-Feb. 81, p.73-80.

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PEACE, ADRIAN. Structured inequalities in a North Indian city. *Contributions to Indian Sociology*, 14 (2) 80, p.239-60.

SOCIAL SERVICE

CHATTERJEE, PRANAB and

HENRY IREYES. Technology transfer: implications for social work practice and social work education, *International Social Work*, 24 (1) 81, p.14-22.

The term 'technology transfer' discussed as an important concept for social workers. Social work, clinical psychology, etc., are shown to be a form of social technology which can be compared to agricultural, biomedical and physical technology. Social work practice is seen as use of one such social technology and social work education is seen as transfer of such technology.—*Reproduced*.

MARTY, MATIN E. Social service: godly and godless. *Social Service Review*, 54(4) Dec, 80, p.463-81.

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CHOPRA, PRAN. Dilemmas of voluntary agencies, *Indian Express*, 23 Apr. 81, p.6; 24 Apr. 81, p.6.

RUDRA, DIPAK. Saving-bodies and souls: when it pays to be philanthropic, *Statesman*, 31 May 81, p.6.

STATE, THE

BIRNBAUM, PIERRE. State, Centre and bureaucracy. *Government and Opposition*, 16(1) Winter 81, p.58-77.

THAPAR, ROMILA. State formation in early India, *International Social Science Journal*, 32(4) 80, p.655-69.

STATE GOVERNMENTS

ANIRUDH PRASAD. Constitution in action sans constitutionalism: a study with reference to impact of political change at centre on state politics, *Political Change*, 3(2) July

80-Feb. 81, p.28-47.

STATE-MUNICIPAL RELATIONS

PANSE, R. (S.N.D.T. Women's Univ., Bombay). Relation between urban local authorities and government: financial and fiscal, Quarterly Journal of the Local Self-Government Institute, 51(3) Jan.-Mar. 81, p.118-97.

An essential prerequisite of local self government is financial autonomy. It is not sufficient that the local bodies are freely elected and have certain statutory powers assigned to them. It is more imperative that these institutions are not dependent on higher authorities in an area which is most crucial to the preservation of autonomy, viz., financial. Professor Ramesh Panse has analysed, in the following paper, the financial and fiscal relations between the urban local authorities and the State Government in Maharashtra. His findings are disturbing. There is, in the last two decades, increasing dependence of local urban authorities on the government for resources to meet their developmental needs. This trend, if allowed to continue unchecked, may well result in reducing local urban governments into mere departmental agents of the state government.—*Reproduced.*

STATESMEN

MAHESHWARI, S.R. A study in decline : changing profile of Indian politician. Statesman, 13 June 81, p.6.

STEEL INDUSTRY AND TRADE

DASTUR, M.N. Technological advances and their impact on steel industry in India. Capital, 186(4660) 8 June 81, p.13-18.

MUKHERJEE, G. and S.M. AERON. SAIL on the job. Capital, 186 (4660) 8 June 81, p.19-21.

SUPREME COURTS

DIVAN, ANIL. The government vs. the Supreme Court. Indian Express, 28 June 81, p.1.

TARIFF

BHAGWATI, JAGDISH N. and T.N. SRINIVASAN. Revenue seeking : a generalization of the theory of tariffs. Journal of Political Economy, 88(6) Dec. 80. p.1069-87.

TAXATION

CHAR, S.V. Tapping tax potential: roping in of rural rich vital. Economic Times, 29 Apr. 81, p.5.

CHATTOPADHYAY, PARESNATH. Tax arrears and under-assessment. Eastern Economist, 76(14) 3 Apr. 81, p.894-7.

KHANNA, KAILASH C. Taxes without tears. Statesman, 8 May 81, p.6; 9 May 81, p.6.

LALL, V.D. Integration of taxes. Economic Times, 6 May 81, p.7; 7 May 81, p.5.

RANGACHARI, K. Review of taxation: the limits of improvement. Statesman, 13 Apr. 81, p.8.

TAXATION-PERSONNEL

GUPTA, V.K. (LSNAA, Mussoorie). The tax administrator: perception and profile of a dynamic role performance. Indian Journal of Public Administration, 27(1) Jan.-Mar. 81, p.119-36.

Can the tax collector ever be accepted in society as a welfare officer? V.K. Gupta raises this question in his article 'The Tax Administrator: Perception and Profile of a Dynamic Role Performance' and answers in the affirmative provided, of course, several requirements or the role change are followed. The primary task of the tax collector is, no doubt, the collection of the maximum due to the government from the taxpayer under the rules. But to stick to this alone, forgetting the other facets of the profile of a tax collector, is to be too orthodox. According to Gupta, a tax collector is a PRO, a judge, a legal authority, a legislator, an enforcement officer, a tax educator, a manager-cum-leader, and then a tax collector. In these varied roles the tax collector has to educate himself and orient his attitude towards becoming a welfare officer. —*Reproduced from editorial.*

TECHNOLOGY

DAS GUPTA, AMALENDU. Aims in technology: futility of policy statements. *Statesman*, 12 Apr. 81, p.6.

GOSALIA, SUSHILA. Gearing science and technology to the basic needs strategy of economic development in less developed countries. *ITCC Review*, 10(37) Jan. 81, p.5-10.

MUNDLE, SUDIPTO. Technology, labour intensity and the organization of industrial production: a tentative comparison of India and Japan. *Man and Development*, 3(1) Mar. 81, p.25-47.

TECHNOLOGY TRANSFER

MEHTA, SIDDARTH S. Technology transfer. *Economic Times*, 11 May 81, p.5; 12 May 81, p.5.

RAGHAVAN, C. Technology transfers: setback to codification bid. *Mainstream*, 19(34) 25 Apr. 81, p.8-9.

TEXTBOOKS

ABRAHAM, A.S. Education and ideology: textbooks that open up the mind. *Times of India*, 12 June 81, p.8.

TRAINING

BIRNBRAUER, HERMAN. Reinforcing your training programs. *Training and Development Journal*, 35(1) Jan. 81, p.42-4.

COFFMAN, LINN. Successful training programme evaluation. *Training and Development Journal*, 34(10) Oct. 80, p.84-7.

GOVIND NARAIN. Training the police for better performance. *Indian Police Journal*, 27(1) July-Sept. 80, p.5-11.

Expectations from police are very high but not much care is taken of their needs and requirements. Rapport between policemen and people is lacking. Scientific equipment, necessary skills and the required training is not enough to deal effectively with sophisticated weaponry and crime. By and large people are afraid of the police. The task of the police can be easier if they are able to create the image as 'friends of the law-abiding citizens' and as 'enemies of the criminals'. Something on a very large scale is called for to bring about the desired degree of change in police attitude. Proper training can be used as corrective for in-born tendencies. Greater personal contact is also required between the higher and lower ranks. This article is based on the inaugural address at the Ninth Symposium of Heads of Police Training Institutions in India,

organised by the Sardar Vallabhbhai Patel National Police Academy, Hyderabad, at Bangalore on 18th Aug. 1980.

KEARSLEY, GREG and TERRY COMPTON. Assessing costs, benefits and productivity in training systems. *Training and Development Journal*, 35(1) Jan. 81, p.52-61.

MATHUR, HARI MOHAN. (HCM State Institute of Public Administration, Jaipur). Administrative training and rural development: recent experience in Rajasthan, India. *Journal of Administration Overseas*, 19(4) Oct. 80, p.245-9.

The rural administrators who usually come from the higher strata of urban society, do not know enough about the poor concentrated mainly in the rural areas. In Rajasthan, the administrators are currently engaged in a truly challenging development task. Innovative approach is needed to tackle the complex development problems. Training institutions are needed to prepare the administrators for the development challenge. To impart the necessary training HCM State Institute of Public Administration was established in 1957 at Jaipur. The work done at this Institute is briefly explained and on the basis of this work some observations are briefly stated which can be helpful to trainers elsewhere.

MEALIEA, LAIRD W. and JOHN F. DUFFY. In Integrated model for training and development: how to build on what you already have. *Public Personnel Management*, 9(4) 80, p.336-43.

SHARMA, ARVIND K. Management training—an empirical exploration (with reference to British nationalised industry) *Lok Udyog*, 14(11) Feb. 81, p 25-37.

STEIN, DAVID S. Designing perfor-

mance oriented training programmes. *Training and Development Journal*, 35(1) Jan. 81, p.12-16.

TRANSACTIONAL ANALYSIS

DESAI, S.R. Transactional analysis: a technique for awareness. *Indian Management*, 20(3) Mar. 81, p.29-35.

TRANSPORTATION

PANDE, B.D. Co-ordinating transport. *Commerce*, 141(3628) Annual No. 80, p.107-11.

PANDURANGA RAO, D. Plan allocations for transport. *Journal of Transport Management*, 4(9) Apr. 81, p.38-42.

TRANSPORTATION, RURAL

SINGH, M. SHIVAJI. Rural transportation and corporate objectives—a case study. *Journal of Transport Management*, 4(9) Apr. 81, p.31-5.

TRIBES AND TRIBAL SYSTEM

BANERJEE, TARUN KUMAR. Girijan movement in Srikakulam 1966-70. *Society and Change*, 1(4) July-Sept. 80, p.1-29.

DANG, B. S. Technology strategy for tribal development. *Indian Anthropologist*, 10(2) Dec. 80, p 115-24.

SETTY, E. DESINGU. Developing entrepreneurship among tribals. *Indian Management*, 20(3) Mar. 81, p.37-41.

UNEMPLOYMENT

MAHAJAN, V.S. Unemployment problem in India. *Khadi Gramodyog*, 27(6) Mar. 81, p.297-9.

UNITED NATIONS—PERSONNEL

REYMOND, HENRY. The remuneration

ration of locally recruited staff in the United Nations System. *International Review of Administrative Sciences*, 46(3) 80, p. 275-83.

URBANISATION

BUCH, M.N. A policy for urbanisation: the role of small and medium towns. *Nagarlok*, 12(4) Oct.-Dec. 80, p.1-7.

CHANDRASEKHARA, C.S. Principal issues of our national urban policy. *Urban India*, 1(2) Oct.-Dec. 80, p.8-11.

GUPTA, SHIVA K. Trends and pattern of urbanisation in U.P. *Nagarlok*, 12(4) Oct.-Dec. 80, p.8-23.

MCGEE, TERRY G. The urbanization process and industrialization in the market economies of Asia; comments by G.J. Missen, Moonis Raja, T.R. Lakshmanan and Serze Domicelj. *Regionnal Development Dialogue*, 1(2) Autumn 80, p.131-59.

MITTAL, VED PRAKASH. Role of cities and socio-economic development: case for small and medium size town. *Civic Affairs*, 28(7) Feb. 81, p.21-38.

PRASAD, A.R., S.S. PRASAD and A.V. MANI. Changes in the levels of urbanization among the districts of coastal Andhra. *Civic Affairs*, 28(7) Feb. 81, p.38-41.

RAICHAUDHURY, J. Urbanisation : apartment living. *Calcutta Municipal Gazette*, 98(22) 21 Mar. 81, p.2087-8.

RAJADHYAKSHA, N.D. Large cities and urban policy. *Quarterly Journal of the Local Self-Government Institute*, 51(3) Jan.-Mar. 81, p.144-9.

VILLAGE PANCHAYATS

HARAGOPAL, G. and CH. BALARAMULU. (Kakatia Univ.) Bureau-

cratic culture in panchayati raj institutions. *Quarterly Journal of the Local Self-Government Institute*, 51(3) Jan.-Mar. 81, p.164-75.

One of the most critical problems in development administration is the absence of personnel oriented in development attitudes and trained in new management techniques. The values and attitudes which informed the old bureaucracy - trained in the negative virtues of maintaining merely law and order—continue to persist even today. Dr. G. Haragopal and Professor Ch. Balaramulu conducted a survey of a sample of officials engaged in Panchayati Raj institutions in the Warangal District of Andhra Pradesh. Their findings are reported here. They conclude that the traditional bureaucratic culture has so deeply infiltrated into our rural local bodies that it well nigh threatens to destroy the objectives of the Panchayati Raj institutions. —*Reproduced.*

MADHAVA RAO, L.S. (Vivek Vardhini College, Hyderabad). Performance budget and panchayati raj. *Quarterly Journal of the Local Self-Government Institute*, 51(3) Jan.-Mar. 81, p.183-7.

Budget is a key instrument in the execution of any plans by a public authority. However, as Professor L.S. Madhava Rao points out, the traditional mode of preparing budgets is highly inadequate and must give way to performance or programme budgeting. He highlights some of the glaring inadequacies of the traditional budgetary processes and shows distinct advantages of performance budgeting. The latter mode "lays emphasis on accomplishments rather than means of accomplishments." Introduction of performance budgeting in our Panchayati Raj institutions would be of special benefit to these bodies committed to rapid development with the most economic use of resources.—*Reproduced.*

PANDYA, J.N. (Sardar Patel Univ.,) Panchayati raj in Gujarat. Quarterly Journal of the Local Self-Government Institute, 51(3) Jan.-Mar. 81, p.150-6.

Panchayati Raj was introduced in Gujarat later than in some other States. The Gujarat Government could therefore draw upon the experiences of other States—particularly Rajasthan and Maharashtra—while drawing up its plan of democratic decentralization. The Panchayati Raj was introduced in Gujarat in April 1963. Professor J.N. Pandya points out that, on the whole, the record of Gujarat in the field of Panchayati Raj has been quite creditable. However, he underlines certain defects in the system which still persist but which could be eradicated if the leading political parties cooperate in doing so. —*Reproduced.*

VIOLENCE

KHAN, RASHEEDUDDIN. Violence and socio-economic development. Mainstream, 19(32) 11 Apr. 81, p.15-23.

WAGE DETERMINATION

BORJAS, GEORGE J. Wage determination in the federal government: the role of constituents and bureaucrats. Journal of Political Economy, 88(6) Dec. 80, p.1110-47.

WAGES

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Journal of Indian Water Works Association, 13(2) Apr.-June 81, p.129-40.

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ARUNACHALAM, P. The UN water decade (Meghalaya) 1981-1990. Civic Affairs, 28(7) Feb. 81, p.51-5.

AZAD, HARNAM SINGH. Potable water supply in India: retrospective and perspective. Civic Affairs, 28(6) Jan.81, p.43-6.

KRISHNASWAMY, R. International water supply and sanitation decade: plan for state of Tamil Nadu. Civic Affairs, 28(6) Jan.81, p.33-42.

VERGHESE, B.G. Water for drinking. Commerce, 141(3628) Annual No. 80, p.183-8.

WATER SUPPLY, RURAL

SETHI, J.D. Health and rural water supply. Commerce, 141(3628) Annual No. 80, p.169-81.

SINGH, V.J. Drinking water for villages. Hindustan Times, 24 June 81, p.9.

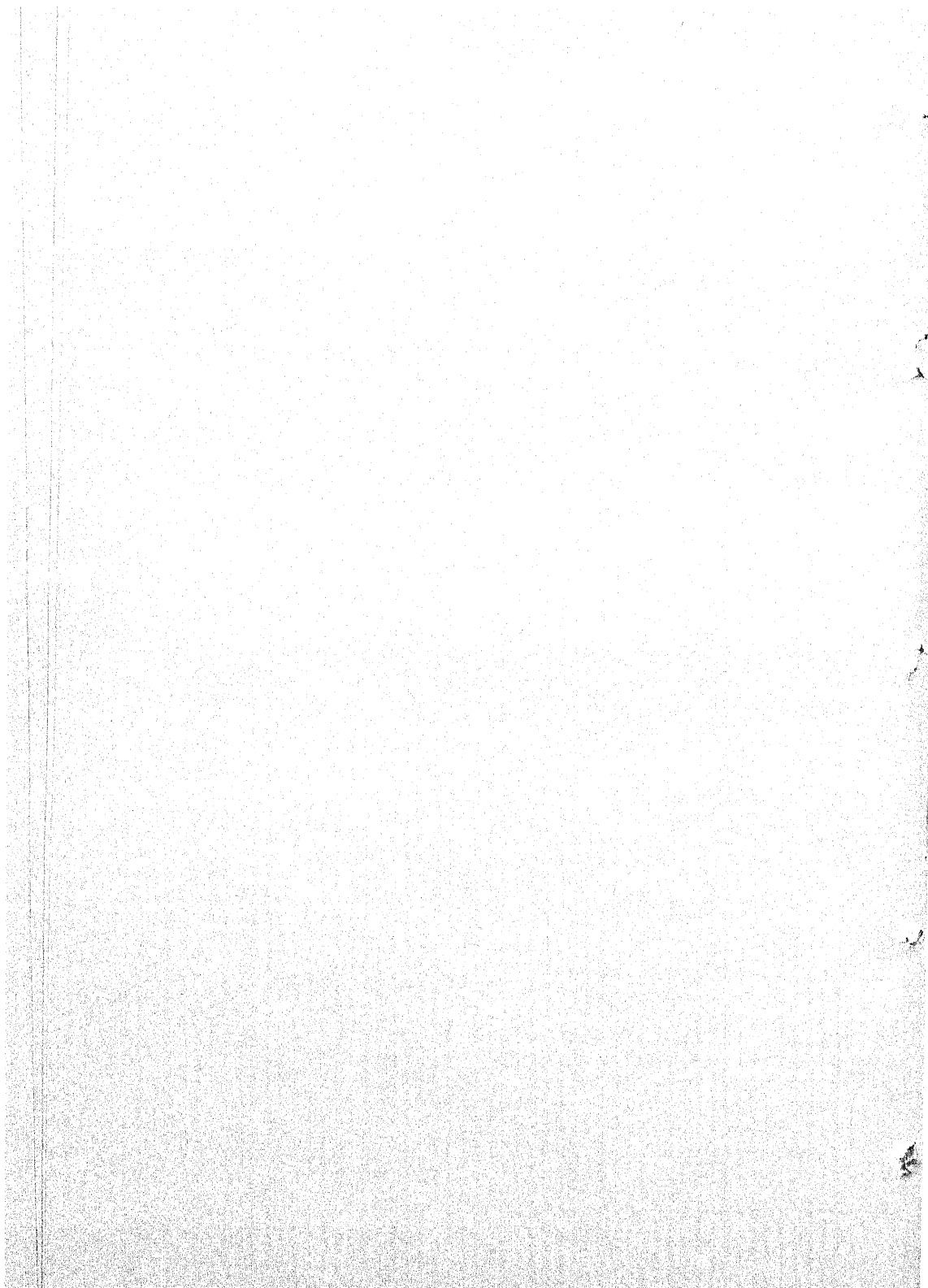
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WOMEN EMPLOYMENT

VIDYA RANI, G. Socio-economic background of women in Government: an empirical survey. Prashasnik, 9(1-2) Jan.-June 80, p.67-72.

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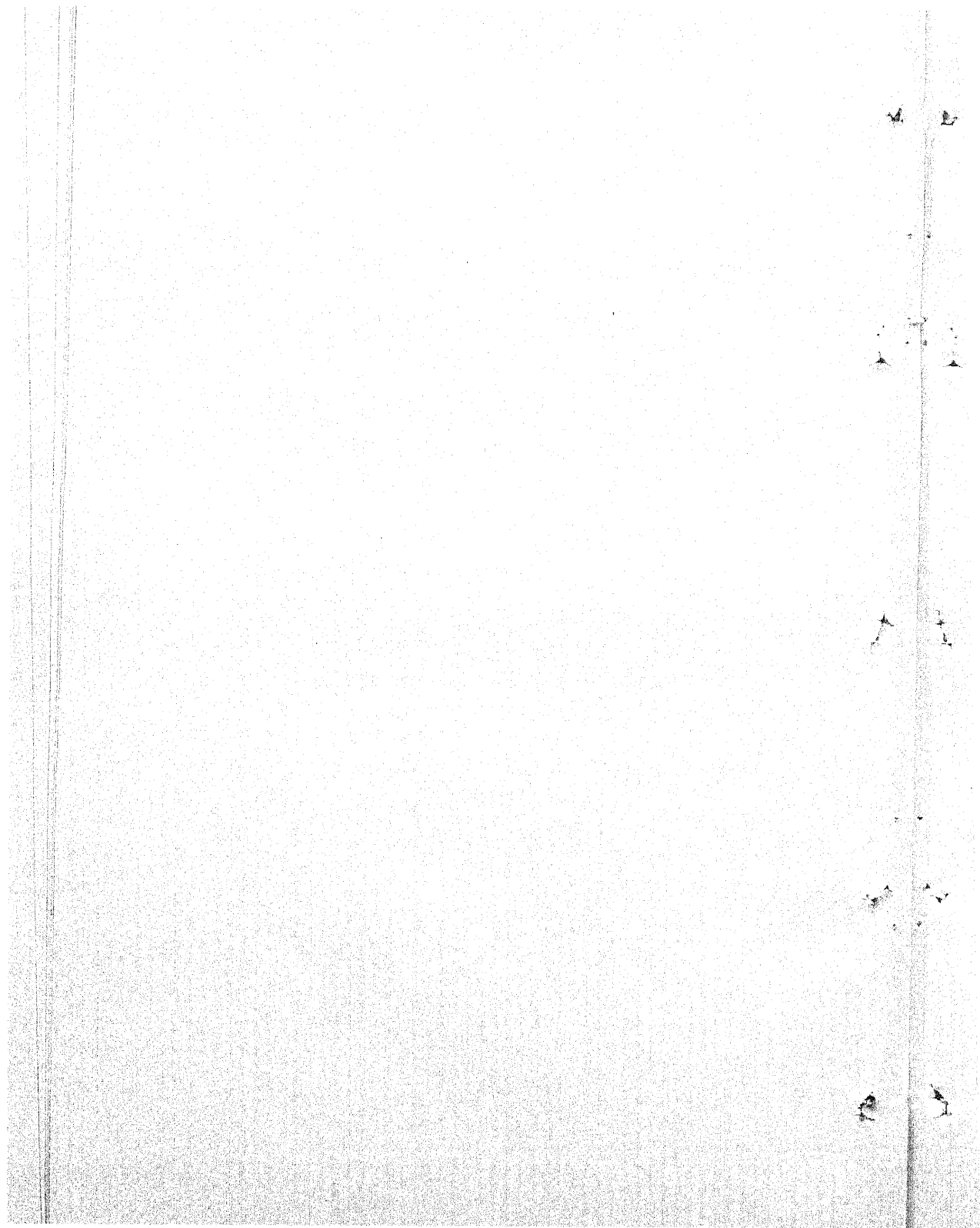
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BOOK NOTES

ABU-LUGHOD, JANEL, ed. Third World urbanization; ed. by J. Abu-Lughod and Richard Hay, Jr. New York, Methuen, 1979. 395p. Rs. 104.50.

In this anthology the editors have brought together the literature reporting new types of theoretical approaches and analytical research being undertaken in all parts of the developing world, in Asia, Africa, and Latin America. The selections have been ruthlessly edited to create a coherent "line of reasoning" and indicate the major "lessons" to be derived from each piece. An attempt is made to incorporate the views, evaluations and aspirations of the Third World and to present not only the multiple problems which face them in their growing cities but some of their attempts to deal with them. Also includes a nine-page bibliography.

ADMINISTRATIVE STAFF COLLEGE OF INDIA. Management of agricultural research: problems and perspectives, ed. by Aqueil Ahmad. New Delhi, Allied, 1980. 401p. Rs. 60.00.

This book is an outcome of work and deliberations connected with a seminar on agricultural research conducted at the Staff College for the directors of ICAR institutes during April 27 to May 1, 1976. It is divided into three sections: (1) Organisation structure and dynamics, (2) Management of human resources in research, and (3) R & D project management. Each section starts with a theme paper laying down the bare minimum conceptual and empirical framework of the subject. The concluding session is presented verbatim to provide a lively character. Editorial summary of main points is also presented.

AMTE, V.K. State trading in foodgrains : a critical study of monopoly procurement and public distribution of foodgrains in Maharashtra state. Pune, Shubhada Sarswat Publications, 1980. 208p. Rs. 45.00.

This study examines the circumstances under which the Government of Maharashtra decided in favour of state trading in foodgrains. It then describes the objectives of the scheme and the mechanisation created by the State Government to undertake the procurement and distribution operations. A detailed scrutiny of government performance in procurement and distribution forms the core of this study. It establishes the failure of the Government in attaining the declared objectives of inducement to cultivators and equitable distribution of foodgrains at fair prices to consumers. In this light, the author gives a model scheme of people's involvement in procurement and distribution of essential commodities. This is a revised and abridged version of the Ph.D. dissertation submitted to Shivaji University, Kolhapur.

ANELL, LARS. The developing countries and the World economic order, by L. Anell and Birgitta Nygren. London, Methuen, 1980. 217p. £ 3.25.

This book provides an introduction to the debate about the developing countries and the quest for a New International Economic Order. The primary objective is to indicate some of the fundamental requirements that must be satisfied by an equitable world order. Part I surveys the economic development upto the Second World War and the colonial heritage of the developing countries and describes the way in which the post-war world order came into being. In Part II, an attempt is made to outline a new perspective on the NIEO programme, and suggestions are offered on how the developing countries can secure for themselves a larger share of the world's resources. A major theme of the book is that important changes in the world order take place irrespective of the recommendations adopted at international conferences.

ARNOLD, R. DOUGLAS. Congress and the bureaucracy: a theory of influence. New Haven, Yale Univ. Press, 1979. 235p. \$ 29.00.

The Central objective of this book is to determine the extent to which American Congressmen influence bureaucratic decisions concerning the geographic allocation of expenditures. The focus is on Congressional bureaucratic relationships, particularly the responsiveness of bureaucrats to Congressional influence and the conditions that cause this responsiveness to vary. Obviously congressmen benefit when bureaucrats allocate federal projects to their districts, and bureaucrats benefit when congressmen support their programmes. They can, in effect, trade with each other. The author has developed a theory to explain the circumstances under which they choose to trade, taking into account their different propensities to trade, variations in their resources, and differences among policies. The evidence from agency files supports both the theory as a whole and the notion that bureaucrats carefully tailor their allocational strategies.

BHATTACHARYA, SIB NATH. Rural industrialisation in India. Its nature and problems. Delhi, B.R. Publishing Corporation, 1980. 387p. Rs. 110.00.

Starting from the Gandhian approach, the author has travelled widely over the whole range of the subject, taking account in this connection, the relevant experiences of other countries, especially some of the Afro-Asian ones. The government policies and programmes for the development of rural industrialisation have, broadly speaking, two approaches, promotional and protective. The planning period is covered in this study. Among the problems discussed are : regional imbalances, Growth Centre Approach and related theories of polarised development, entrepreneurship, industrial estates, marketing, credit facilities, etc., Statistical data are presented in the appendix.

BOSE, P.R., Comp. Rural development and technology: a status-cum-bibliography; comp. by P.R. Bose and V.N. Vashist. New Delhi, C.S.I.R., 1980. 373p. Rs. 100.00.

Various programmes of rural development which have been taken up from time to time in the last three decades by the Central and State Governments are briefly reviewed. The bibliography on rural development and technology is

presented under different aspects and an author index is provided. The appendices contain statistical data about publications on rural development and a directory of important institutions engaged in rural development.

BULMER, MARTIN, ed. *Social research and Royal Commissions*. London, Allen & Unwin, 1980. 198p. £ 12.00.

Social scientists have proposed several different models for the relationship between social science theory, empirical social research and the actual making of public social policy. This book seeks to provide a critical analysis of the impact of research on policy through the detailed examination of the part which research played in the work of Royal Commissions and Departmental Committees of Inquiry, the bodies set up by government to consider, gather evidence on, report and make recommendations about specific policy areas. There are ten case studies of the Commissions which have sat during the last fifteen years. The contributors are social scientists, who have either been members of their Commission, or its research staff, or have made a special study of its work.

DEOGAONKAR, S.G. *Administration for rural development in India*. New Delhi, Concept, 1980. 242p. Rs. 80.00.

The success or failure of rural development programmes depends on the Village Level Workers at the grass-root level and hence selecting the right man and equipping him suitably and sufficiently to do his work is the crux of the problem. The problems in recruitment and training of VLWs are analysed and evaluated and suggestions are offered to enable them to better serve the purposes for which they are intended. For this study a survey was made by administering a questionnaire to all the VLWs in Warora Block in Chandrapur district of Maharashtra. The survey data are presented in the appendix. Moreover there is a seven-page bibliography.

DOMES, JURGEN. *Socialism in the Chinese countryside: rural societal policies in the People's Republic of China, 1949-1979*; tr. by Margitta Wendling. London, C. Hurst, 1980. 189p. £ 11.50.

This study presents a narrative of the development of agricultural policies in China from the land reform of 1950-3 to the present, emphasising the organisational structures and the social implications of agricultural collectivisation in cooperatives and communes. Rural societal policies are analysed in the context of intra-party conflicts since the late 1950s. In the conclusion, an attempt is made to evaluate the social and economic performance of rural policies during the last three decades. The appendix offers English translations of three major documents concerning the structures and functions of the People's Communes and their subordinate production units, as well as provisions establishing the rights of the peasant household.

DRUCKER, PETER F. *Managing in turbulent times*. London, Heinemann, 1980. 239p. £ 6.95.

The times ahead in which managers will have to work and to perform, will be turbulent times. In turbulent times the first task of management is to make

sure of the institution's capacity for survival, to make sure of its structural strength and soundness, of its capacity to survive a blow, to adapt to sudden change, and to avail itself of new opportunities. The author starts with the fundamentals: inflation and liquidity, productivity and cost. He goes on to discuss variety of subjects from whether the trade unions can survive to ending the mandatory retirement age, to new consumer markets, the misleading unemployment figures, new personnel policies, and job needs in developing and developed countries. This book discussing the new realities is concerned with action rather than with understanding, with decisions rather than with analysis. It aims at being practical, a work for the decision maker in whatever field of management, public or private.

GAIKWAD, V.R. Rural development administration under democratic decentralization: expenditure pattern and organizational realities, by V.R. Gaikwad and D.S. Parmar. New Delhi, Wiley Eastern, 1980. 160p. Rs. 80.00.

The primary purpose of this study is to develop an understanding of that segment of district administration which is responsible for the welfare and economic development of the rural population. Looking into organisational realities and expenditures pattern it tries to answer two questions: (1) how many paid functionaries look after the welfare and economic development of the rural people in a district, and how they are organised, and (2) how much funds are handled by them and for what purpose. This study was conducted in the Rajkot district of Gujarat state. The authors suggest that neither the paucity of personnel nor monetary allocations is primarily responsible for the poverty and deprivation in the countryside and the explanation lies partly in the wrong allocation of the resources.

GHOSAL, A., ed. Applied cybernetics and planning. New Delhi, South Asian Publishers, 1980. 299p. Rs. 120.00

This monograph contains revised versions of papers presented at the TIMS (Institute of Management Sciences) International Conference held in Honolulu in June 1979. The topics covered are: Indian planning, planning process, public sector in Sweden, maintenance management, transport planning in India, zero-base budgeting, corporate planning, etc. This monography is the first one in a special series launched by the Society of Management Science and Applied Cybernetics, New Delhi.

GHOSH, S.K. Law of monopolies and restrictive trade practices in India, by S.K. Ghosh and Tapash Gan Choudhury. New Delhi, Prentice-Hall of India, 1980. 319p. Rs. 50.00.

The Monopolies and Restrictive Trade Practices Act, 1969, not only seeks to prevent concentration of economic power by regulating the activities of large houses or dominant undertakings but also seeks to regulate restrictive trade practices. The legislation encompasses the fields of production as well as distribution, and relates to both goods and services. The book is divided into three parts. Part I covers the history of the MRTP Act; report on the administration of the Act; criteria for refer-

ring cases under the Act; powers, role and functioning of the MRTP Commission; discussion on registration of agreements under the Act; inquiry into restrictive trade practices under the Act and resale price maintenance. Part II contains an analysis of different sections of the Act on the basis of orders of the Commission as well as judgements of the courts. Part III provides the rules and regulations framed under the MRTP Act; Supreme Court rules relating to appeals under the Act; press notes and clarifications.

GILLARD, MICHAEL. Nothing to declare: the political corruptions of John Poulson, by M. Gillard and Martin Tomkinson. London, John Calder, 1980. 340p, £. 12.95.

Poulson scandal revealed that the pattern of corruption is not just an isolated, localised incident but is endemic throughout the construction industry, an industry whose fortune is most closely allied with the expenditure of local and central government. The story is told essentially through the roles of three main characters; John Poulson, the small town, unqualified architect who came to head the largest architectural practice in Europe; T. Dan Smith, the son of a miner who came to be known as 'Mr. Newcastle' and to be the friend of Ministers but who, like Poulson, ended up in jail, and Reginald Maudling, the Deputy Leader of the Conservative Party who had to resign as Home Secretary because of his 'business association' with the architect, thereby prematurely ending a political career which was still in the Poulson shadow when he died. The authors have also dealt with the forces which tried to stifle the disclosures.

HAYNES, ROBERT J. Organisation theory and local government. London, Allen & Unwin, 1980. 219p. £ 4.95.

This book provides an analysis and assessment of recent trends and events in local government management set within an overall conceptual framework of organisation theory. The analysis focuses on three areas of organisational design and functioning: the structural, the procedural, and the cultural. In each of these areas the interrelationship between broad theoretical prescriptions and the actual management innovations introduced in local authorities is examined. The book utilises the most up-to-date research findings on management developments in the post-reorganisation period and includes a detailed case study as an additional aid to analysis and interpretation.

INDIA. RURAL RECONSTRUCTION, MINISTRY OF. Report of the study team on rural employment. New Delhi, the Ministry, 1979. 68p.

In 1975, the Department of Rural Development constituted a Study Team under the chairmanship of Shri R.N. Azad, Joint Secretary to study the problem of rural employment. In this report important rural employment schemes are reviewed.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Dynamics of crime: spatial and socio-economic aspects of crime in India, by S. Venugopal Rao. New Delhi, I.I.P.A., 1981. 201p. Rs. 100.00.

This book is an attempt at scientific analysis of crime and its geographic variations in the wider socio-economic perspective. It examines the applicability of criminological theories and findings formulated in different setting to the contemporary Indian situation. Divided into seven chapters the book takes the reader through the broad perspectives of the crime and leads him towards an identification of the specific and dominant socio-economic features of the Indian Society which exerts a demonstrable impact on criminal behaviour. If the present manifestations of crime and disorder are to be checked in any determined manner, there should be a revitalisation of the machinery of criminal justice with simultaneous effort to alleviate some of the most pressing economic disparities which condemn vast sections of the Indian Society to stay below the poverty line which, in turn, leads to proclivity to crime and misdemeanour.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Municipal government in India: an annotated bibliography; Comp. by R.N. Sharma and Devendra Kumar. New Delhi, I.I.P.A., 1981. 295p. Rs. 80.00.

The bibliography covering the wide spectrum of municipal government in India is divided into a number of sections, namely, General Studies, Historical perspective, Legislation, Politics, Organisation, Executives, Management, Metropolitan Governments, Cantonments Reforms, Personnel, Finance, State-municipal relations, and Citizen participation. The book also provides an author index.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Panchayati raj; ed. by R.B. Jain. New Delhi, I.I.P.A., 1981. 271p. Rs. 100.00.

Discussions on the system of panchayati raj cover various problems, viz., structural, behavioural, inter-relationship with state government, bureaucracy and the people, the availability of necessary developmental skill and the rural politics. The essays in this volume highlight some of these issues and examine the problems involved in the process of democratic decentralisation from a variety of viewpoints. The sixteen articles in this volume are selected from the earlier issues of the Indian Journal of Public Administration. A thirty-page bibliography is presented in the end.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. CENTRE FOR URBAN STUDIES. Organizing metropolitan development, by Abhijit Datta and Bappaditya Chakravarty. New Delhi, I.I.P.A. 1980., 151p. Rs. 70.00.

The focus of this study is on the experience of the working of multipurpose development authorities in the four major urban centres in India, Delhi, Calcutta, Madras and Bombay, in order to throw light on their roles, relationship decision making, and resource generation for achieving the goals of urban development symbolized in the 'master plan' or the 'development plan' that are sought to be actualized. Four main aspects analysed are: (1) institutional framework in the four metropolitan areas and the evaluation of the metro-authorities; (2) the role of the metro-authorities as a platform for interaction and as a device for integration of metropolitan activities; (3) the effectiveness of the metro-authorities in performing the tasks adopted;

and (4) the efforts for mobilizing resources for metropolitan and local development by the existing institutions operating within the four metropolitan areas. This book is the outcome of collaborative research project jointly undertaken by IIPA and the Indian Institute of Management.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. CENTRE FOR URBAN STUDIES. Resettlement policies in Delhi, by Girish K. Misra and Rakesh Gupta. New Delhi, IIPA, 1981. 273p. Rs. 100.00.

The purpose of this study is to present a comparative account of living conditions between squatter settlement and the resettlement colonies. It also aims at suggesting short-term and long-term measures to improve the living conditions in resettlement colonies by providing basic amenities and generating employment opportunities for the resettlers. The study raises certain issues which might help the government to adopt more realistic policy measure while shifting people from squatter areas to such relocations in future. There is a seven-page bibliography.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. TRIVANDRUM REGIONAL BRANCH. Aspects of Kerala's administration; ed. by S.N. Sadasivan. Trivandrum, Regional Branch, 1980. 145p.

'Administrative integration of Kerala', the first essay by the Editor, covering sixty-nine pages, is divided into six sections; (1) A glance around; (2) Political integration; (3) Rulers and their armed forces; (4) Integration of revenue administration; (5) Personnel integration; and (6) Financial integration. There are ten more essays written by distinguished senior officials of Kerala State. The Subject covered are Board of Revenue, Hospital administration, Crime investigation, Industrialisation, Police training, Food adulteration, Labour behaviour, Industrial disputes, Treasury administration, and Administrative enquiries.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. TRIVANDRUM REGIONAL BRANCH. Problems in administration. Trivandrum, The Branch 1981. 60p.

This compendium contains the experiences of eminent administrators in solving problems which they came across during their tenure in public service. The anecdotes in this brochure can be helpful to future administrators in their attempts to gear the machinery to meet the ever-increasing challenges in the field of administration.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Costs and benefits of agricultural research: the state of the arts, by G. Edward Schuh and Helio Tollini. Washington, D.C. IBRD, 1979. 70p.

This paper reviews the issues to be faced in allocating funds between projects and between institutions involved in agricultural research and between agricultural research and other activities. In doing this the authors first identify and elaborate the goals of agricultural research, including: (1) increasing consumer Welfare, (2) increasing farm employment and incomes, (3) increasing net income of the rural sector, (4) allowing agriculture to contribute to rural economic development, (5) preserving the environment, and (6) promoting overall rural deve-

lopment. The paper goes on to identify and review a wide range of methods and procedures that might be used for evaluating the contribution and effectiveness of agricultural research programmes. These include: (1) those which might be used to evaluate research efforts that have been underway for some time, and (2) those which are appropriate in attempting to evaluate the research that is proposed but not begun. This is World Bank Staff Working Paper No. 360.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Food security in food deficit countries, by Shlomo Reutlinger and Keith Knapp. Washington, D.C., IBRD, 1980. 39p.

The central proposition of this paper is that periodic shortfalls in aggregate food consumption in the developing countries are primarily related to poor harvests in the countries and not short world supplies. Instability of foodgrain consumption in the 1960s and early 1970s was high in many countries while the world market was nearly stable. Consumption was highly correlated with production. Neither stocks nor imports were apparently used aggressively enough to counter fluctuations in production. A simulation model is used to evaluate the stability of food consumption under alternative trade and stock policies. A stabilizing trade policy is shown to be by far the most effective and economically preferred instrument for achieving food security. This is World Bank Staff Working Paper No. 393.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Prices, taxes and subsidies in Pakistan agriculture, 1960-1976, by Carl Gotsch and Gilbert Brown. Washington, D.C., IBRD, 1980. 108p.

This case study reviews the growth trends in Pakistan agriculture during 1960-76. It identifies the chief factors affecting growth rates, then considers the effects of prices policies on these factors. The effect of interests of various political Constituencies on pricing policies are also considered. It concludes that prices have been sufficiently favourable to have maintained a fairly steady growth in overall agricultural output, though at times unfavourable prices have resulted in reduced production of specific crops. Changes in prices and profitability variables have had marked influences on rates of investment in tubewells and tractors. Measures to maintain low farm prices have resulted in large government revenues from cotton and rice exports that have helped subsidize urban ration-shop wheat prices. This is World Bank Staff Working Paper No. 387.

INTERNATIONAL LABOUR OFFICE. Labour absorption in Indian agriculture: some exploratory investigations. Geneva, ILO 1978. 216p.

This volume contains three papers. The first paper "On labour absorption in South Asian rice agriculture, with particular reference to India" by Professor Pranab Bardhan, deals mainly with variations in labour input as between farms within a few selected districts. The second paper, "Labour use in Indian agriculture: an analysis based on farm management survey data" by Dr. A. Vaidyanathan, deals mainly with inter-district variations. The third one, "Agricultural growth and manpower absorption in India", by Dr. Y.K. Alagh and Professors G.S. Bhalla and Amit Bhaduri, analyses districtwise data relat-

ing to increase in agricultural output, levels of land yield, and in the male labour force in agriculture between the early 1960's and early 1970's. "Absorption of human labour in agriculture: a comparative study of some Asian Countries", an unpublished paper written by Dr. A. Vaidyanathan and A.V. Jose, forms the first annexure, while the second one is a report on the technical workshop on labour absorption in Asian agriculture. This workshop was held in Thailand in August 1978.

JAGDISH PRAKASH. Public enterprises in India: a study in controls. Allahabad, Thinker's Library, 1980. 392p. Rs.65.00.

The need for proper and effective control over public enterprises has been emphasised from time to time by various authorities and committees. The success as well as failures depends to a large extent upon how best they are controlled without affecting their autonomy and efficiency. This book deals with ministerial control, parliamentary control and control by audit. This is a revised version of work earlier presented as a thesis for D. Phil. degree of the University of Allahabad. The appendices contain: (1) List of enterprises under different ministries; (2) List of reports of the Committee on Public Undertakings; and (3) List of enterprises not examined so far by the Committee on Public Undertakings. There is an eight-page bibliography.

JONES, J. MERVYN. Organisational aspects of police behaviour. Westmead, Gower Press, 1980, 182p. \$ 28.50.

The study of the police as a complex organisation has been relatively neglected by both the police themselves and theorists of organisations. As a practical exercise this book describes the problems facing a police organisation and considers their extent and effects. As an intellectual exercise it is an attempt to add to the knowledge on organisational sociology. The focus of the research is on 'front-line' organisation of the police service. The 'front-line' of a service organisation is defined as that section which interacts with the community in the routine, normal and practical work context. In the police service, the uniformed patrol constable is the front-line worker. This study deals with the complex inter-related dimensions of operations and staffing. Also gives a nine-page bibliography.

KOTHARI, SHANTI. Relations between politicians and administrators at the district level, by Shanti Kothari and Ramashray Roy. 2nd ed. New Delhi, I.I.P.A., 1981. 223p. Rs. 80.00.

This study was taken up for the Administration Reforms Commission. A district is the base both for administration and political hierarchy and a meeting ground between traditional and modern societies. This study is confined to Meerut district. Using the technique of role analysis the authors have examined in detail the normative referents and role perceptions of administrators and political leaders, their image of each other and behavioural styles of their mutual interaction. The study shows that political leaders do bring to administrators unreasonable and improper demands and apply pressures to get these fulfilled. First edition of this book was published in 1969. In view of the developments during the last decade in the social,

economic, political and administrative context in the country, a postscript is added in the second edition so as to help the readers to appreciate the authors' view-point fully.

LEWANDOWSKI, SUSAN. Migration and ethnicity in urban India : Kerala migrants in the city of Madras, 1870-1970. New Delhi, Manohar, 1980. 243p. Rs. 75.00.

Among the objectives of this study the most important is to trace the historical process of migration within one linguistic community resident in a city located in a different cultural region, and to relate this process to the emergence of an ethnic identity. This study breaks new ground in attempting to integrate the methodology of the anthropologist with the time-perspective of the historian. Secondly, it deals with the social history of India's fourth largest city, Madras, formerly, a colonial port city, and today an industrializing ethnically heterogeneous metropolis whose social fabric reflects both European and indigenous urban institutions. In some ways it is as much about the development of Madras as it is about migration. The dominant themes that have shaped the growth and character of contemporary Madras have been emphasised. The third objective is to understand why migrants live the way they do. For this purpose the existing life patterns are related to what life was like before they moved to the city. The initial writing of this study took place at the University of Chicago, where it was submitted in partial fulfilment for doctoral degree in 1972. There is a sixteen-page bibliography.

MALHOTRA, SHANTA. Political thought of Swami Dayanand. New Delhi, Arya Swadhyay Kendra, 1980. 212p. Rs. 50.00.

Swami Dayanand Saraswati (1824-1883) was an original political thinker. He put forth political ideas which were far ahead of his times. He propounded his ideas on the basis of his study and interpretation of the Vedas. Dayanand's main concern is with good government and for that he has put great stress on the quality of rulers. He did not write a separate book on Political Science, but his ideas on statecraft and government can be gathered from his numerous books, especially his commentary on Vedas. This study is an attempt to collect Dayanand's ideas and present them in a systematic manner. There is a six-page bibliography.

MEHTA, D.R., ed. Administration for rural development, ed. by D.R. Mehta and Satish K. Batra. Jaipur, Centre for Administrative Change, 1981. 269p. Rs. 90.00.

This volume containing essays by different authors examines major areas pertaining to administration of rural development programmes in India in their political and socio-economic perspectives. The discussion areas include rural-urban relationship, role of panchayati raj institutions, credit planning, rural delivery cum recovery system, integrated rural development, training and visit system, intervention strategies, education for rural development, social constraints in rural development, bureaucratic attitude, and welfare of weaker sections. There is a 28-page bibliography.

MICKELWAIT, DONALD R. *New directions in development: a study of U.S. AID*, by D.R. Mickelwait, Charles F. Sweet and Elliott R. Morss. Boulder, Colorado, Westview Press, 1979. 247p. £. 12.50.

The Agency for International Development Commissioned Development Alternatives, Inc. for assistance in the development of project strategies to attain the goals of the "New Directions" a Congressional mandate to focus assistance on the rural poor. This report describes the design, efforts themselves, documents the frequently tortuous process of moving the projects through the AID review and approval system, and discusses the problems of implementation that follow. The authors describe the bureaucratic and administrative problems that confronted Development Alternatives in this job, giving particular attention to the administrative and bureaucratic barriers within AID itself. They conclude with a set of recommendations for reform that are essential if the Agency is to attain its "New Directions" objectives.

MUNA, FARID A. *The Arab executive*, London. Macmillan, 1980. 135p. £. 10.00.

This book is about the Arab executive, his managerial thinking and behaviour and how these relate to his wider environment. The book highlights the profound influence which the environment has on business conditions, on social behaviour and on the attitudes of the Arab executive. It also describes the role of the business executive in influencing change in Arab Society, a role which sometimes places him in the rapid transition from the traditional to the modern in contemporary Arab Society. For this empirical study, bulk of the data were collected from interviews with top Arab executives. Semi-structured interviews were conducted with fifty-two top Arab executives from six countries: Egypt, Kuwait, Lebanon, Saudi Arabia, the United Arab Emirates, and Jordan. The findings show that the Arab executive tends to be paternalistic; favours consultative decision-making style; and has a strong preference for a 'personalized', informal approach to interpersonal and business relations. This book was originally written as a Ph.D. thesis at the London Business School.

NATIONAL COUNCIL OF APPLIED ECONOMIC RESEARCH. *A study of the resources of municipal bodies*. New Delhi, NCAER, 1980. 268p. Rs. 100.00.

This study was sponsored by the Ministry of Works and Housing to undertake an in-depth examination of the finances of selected municipal bodies in the overall perspective of their resources and financial requirements. It is based on information received from a sample of municipal bodies, personal discussions with the local and state level municipal authorities, and the views of the academicians available in the published literature on the subject. The aspects examined are: (1) The need for an adequate provision in the Constitution to define powers and the resource structure of municipal bodies; (2) State-municipal financial relation; (3) Measures for better utilisation of the existing sources of municipal revenue, especially the property tax and Octroi; and (4) Possible measures to mobilise additional revenue.

NATIONAL INSTITUTE OF PUBLIC FINANCE AND POLICY. *Trends and issues in Indian federal finance*. New Delhi. Allied, 1981. 182p. Rs. 60.00.

This study examines critically the approach and recommendations of the Finance Commissions with a view to evolve a more satisfactory approach to the problem of federal transfers to the States. The study critically evaluates the implicit principles on which the Finance Commissions have based their recommendations so far and test such principles against accepted theories in the literature on the subject. It attempts an econometric analysis of the impact of federal transfers, particularly the Finance Commissions' transfers, on the financial behaviour of the recipient State Governments. The study proposes a replacement of the gap-filling approach by a scientific methodology that takes into account fiscal capacity and needs of poorer States. This approach is applied to evaluate the recommendations of the Seventh Finance Commission. This book which is the result of joint effort by several staff members of the Institute, is a revised version of a study presented as a basic discussion paper to the Seminar on Major Issues in Federal Finance organised by the Institute on 1st and 2nd July, 1978.

PARIKH, JYOTI K. Energy systems and development : constraints, demand and supply of energy for developing regions. Delhi, Oxford Univ. Press, 1980. 152p. Rs. 75.00.

This book is a step towards obtaining a better understanding of the energy requirements, and the possible sources of future energy supply, in the developing countries of Africa, Asia and Latin America. The system-analytic approach to the energy systems of developing countries presented in this study, primarily based on the work carried out for the World Bank, touches upon various aspects of energy consumption such as the techno-economic, demographic, environmental, institutional and organisational. The present pattern of energy consumption, which includes a significant amount of non-commercial energy (firewood and waste), cannot continue for long, not only because it would lead to heavy environmental damage, but also because it cannot be relied upon as a future source of energy due to the anticipated growth of population. The book is divided into three major parts : present status of energy consumption, future energy demands, and possible supply options.

PORTER, ROGER B. Presidential decision making : the Economic Policy Board. Cambridge, Cambridge Univ. Press, 1980. 265p. £ 12.50.

This book is about organising and managing decision-making. Its focus is the President of the United States and the problem he faces in making decisions on a host of issues in such a way that he can intelligently shape the pattern of his administration's policies. The President every day in many ways relies on others for information, analysis, and advice. How he organises this advice and makes decisions is the subject of this book. It is concerned with how decisions are made rather than with their content. It recognizes the significant relationship between the process by which decisions are made, the quality of those decisions, and the likelihood that such decisions will be implemented. The book examines in detail Economic Policy Board's deliberations over three controversial policy issues : the 1975 State of the Union tax proposals, the U.S.-U.S.S.R. Grain Agreement, and the 1976 footwear import decision. There is a six-page bibliography.

PRASANNA CHANDRA. Projects : preparation, appraisal, implementation.

New Delhi, Tata McGraw-Hill, 1980. p.300. Rs. 96.00.

This book has two objectives. First, it seeks to discuss principles, considerations, methods, and techniques relevant to capital investment management. Second, it attempts to provide information about the regulatory framework, tax structure, and institutional requirements obtaining in India. It covers various aspects like identification, preparation, appraisal, selection, and implementation of investment projects. The basic premise of this book is that rational management of investment projects calls for explicit and quantitative (wherever possible) analysis. Numerous illustrations are given to clarify principles, methods, and procedures useful in project preparation, appraisal, and implementation.

RAGHAVA RAO, D.V. Dimensions of backwardness : a study of taluk, village and household levels in Karnataka. New Delhi, Concept, 1981. 122p. Rs. 60.00.

This study endeavours to analyse the nature and dimensions of backwardness of Pavagada taluk in Tumkur district of Karnataka, the levels of development among the different sample villages in the taluk, and the inequalities among households of the sample villages. It shows how irrigation based strategy for agricultural and rural development has little relevance for a typically drought prone tract with very scarce ground water resources. The study deals with agrarian structure, agricultural development, enrolment in schools, socio-economic inequalities, etc. It also analyses stratification of rural society by caste and class and the emergence of the middle ranking castes' dominance in the rural power structure.

SANDERSON, FRED H. Food trends and prospects in India, by F.H. Sanderson and Shyamal Roy. New Delhi. Allied, 1980. 162p. Rs. 40.00.

This study analyses the institutions and policies that influence foodgrain production and distribution in India. Statistical techniques are employed to separate the effects of weather and technology, to examine the contributions made by irrigation, fertilizers and improved varieties of rice and wheat, and to test some popular hypotheses about price policy and institutional impediments to food production. The demand for food in India is projected to the year 2000. The authors have examined how the increased demand could be met from domestic production, have estimated the effect of the increase on future production costs, and have discussed the implications of their findings for development, trade and aid policies.

SHARAN, PARMATMA. Modern public administration. Meerut, Meenakshi Prakashan, 1981. 696p. Rs. 75.00.

This book begins with an analyses of the distinction between private and public administration and goes on to survey the new developments. Separate chapters are devoted to the new approaches to the study of the discipline, theories and types of administrative organisation, public corporations, personnel management, financial administration, administrative law, and administrative policy. While dealing with the levels of administration the nature of not only federal

relations but also rural and urban local governments have been examined. Two concluding chapters exclusively deal with the problem of administrative reform. Each aspect of administrative theory is illustrated with examples from India, U.K., U.S.A. and France.

SHARMA, A.N. Spatial approach for district planning : a case study of Karnal district. New Delhi, Concept, 1981. 138p. Rs. 60.00.

The main objective of this study, which is essentially micro-regional in nature, is to analyse the process of a region's growth as a functional unit at the lowest level of organisation of the economic activity spatially. In fact, the settlement hierarchy and space relations constitute an expression of a region's physiographic structure, resource base (physical and human) and the stage of development. The study can be regarded essentially as a prelude to an understanding of the complex relationships among different regional elements. The village is the unit area for the study of settlements, population and their attributes. Villages of more than 2000 population and all urban centres are taken into consideration to examine the hierarchic pattern of settlements. This study has grown out of an earlier study which was completed as a part of the requirement for the degree of Master of Philosophy of Jawaharlal Nehru University.

SRIVASTAVA, MADHURI. Fiscal policy and economic development in India. Allahabad, Chugh Publications, 1981. 258p. Rs. 95.00.

The object of this study is to find out the extent of acceleration of the process of economic development brought about through the tools of fiscal policy in India. There are ten chapters. The first one gives an analysis of main characteristics of underdeveloped countries. Second chapter presents theories of fiscal policy most appropriate for underdeveloped countries while the third one traces the relationship between fiscal and monetary policies. The fourth chapter deals with the structure of federal finance in India and effects of transfer of resources from the Centre to the States. Fifth chapter is devoted to the examination of budgetary trends in India. In the chapters, sixth, seventh and eighth, the role of taxation, deficit financing and public debt is analysed. The ninth chapter focuses the light on the role of public expenditure in economic development and redistribution of income. The conclusions are drawn in the last chapter.

VALLANCE, ELIZABETH. Women in the House: a study of women members of parliament. London, Athlone Press, 1979. 212p. £ 9.50.

This book examines the position of women members of Parliament both historically and in the present. It places political women in the context of contemporary theories about women and looks at their personal, social and educational backgrounds and the ways in which they came into national policies. Besides looking at the reasons for the limited parliamentary representation of women in Britain the author tries to suggest how their numbers can be increased. The study provides an account of what women have achieved in sixty years of political participation and a balanced analyses of their contribution and potential. The study extends to the General Election of May 1979.

VEPA, RAM K. *Joint ventures: a new technique for industrial growth*. New Delhi, Manohar, 1980. 227p. Rs. 70.00.

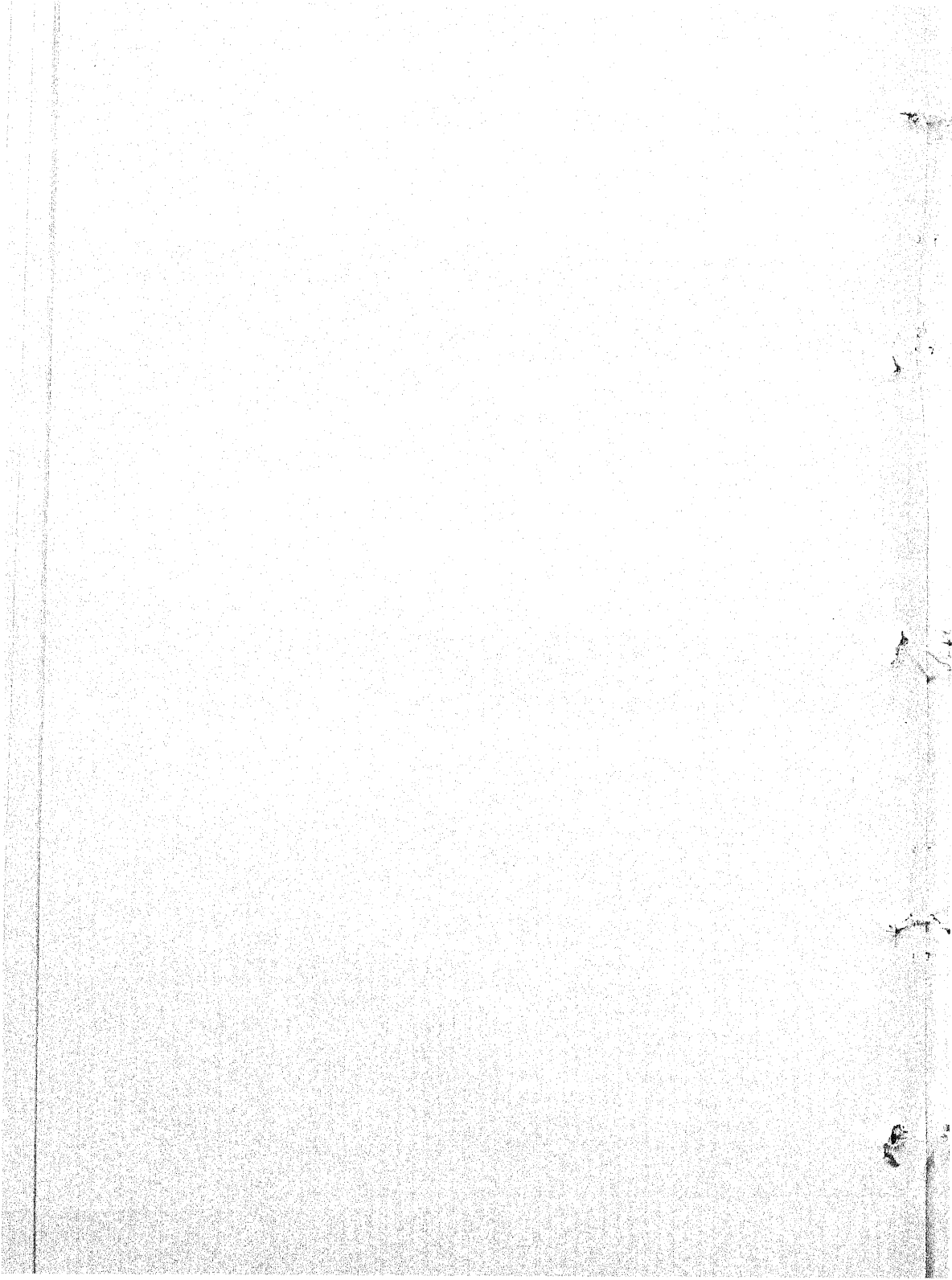
In joint ventures potential entrepreneurs are assisted by a government promotional agency to take to industry. Such units are run jointly by the private entrepreneurs and the government agency. This concept was first successfully tried out about a decade ago in Andhra Pradesh which now has more than fifty such joint venture units. The pattern grew naturally out of the promotional efforts of the Andhra Pradesh Industrial Development Corporation. This book records the exciting story of the experiences of APIDC with the joint venture pattern of industrial growth. It records the many successes and the few failures as also the problems encountered in working out the pattern. An attempt is made to assess how far such a pattern would be workable in environments whose parameters may be different. The author has also discussed six case studies.

VERMA, H.S. *Post-independence change in rural India: a pilot study of an Uttar Pradesh Village*. Delhi, Inter-India Publications, 1980. 92p. Rs. 50.00.

This book first reviews the studies on social change in rural India in terms of their claims of objectivity, analytical rigour, conceptual clarity, comprehensiveness and prescriptive appropriateness to highlight their inadequacies. It then reports the findings of a pilot study in one structurally complex village, Rasoolpur, located near the tehsil headquarters of Fatehpur in Barabanki district. Changes recorded during the last thirty-two years have been reconstructed with the help of in depth discussions with a large number of village inhabitants. In this empirical analysis the emphasis is on discovering the nature of change processes and motivators of change and its consequences. Also presents a fifteen-page bibliography.

WILSON, A. JEYARATNAM. *The Gaullist system in Asia: the Constitution of Sri Lanka (1978)*. London, Macmillan, 1980. 218p. £ 20.00.

While the 1972 Constitution maintained intact the Westminster model, the 1978 Constitution has inaugurated a presidential trend which brings into operation new political styles: a popularly elected Executive President, proportional representation, referendal democracy, Consultative advisory committees to ministers of State and an extensive charter of fundamental rights. The legislature nevertheless remains a major and supportive centre of decision-making and prime ministerial and cabinet government continue to be retained. The author seeks to relate the Constitution of 1978 to its immediate socio-political and economic environment, to indicate the similarities and difference between the structures of the 1978 Constitution and its closest counterpart, the Fifth Republic of France, to investigate the trends and possibilities of generating rapid economic development, fostering national unity and integration, and lastly, to speculate on the problems that it can possibly encounter and the prospects for the future. Important and relevant articles of the Constitution are presented in the appendix.



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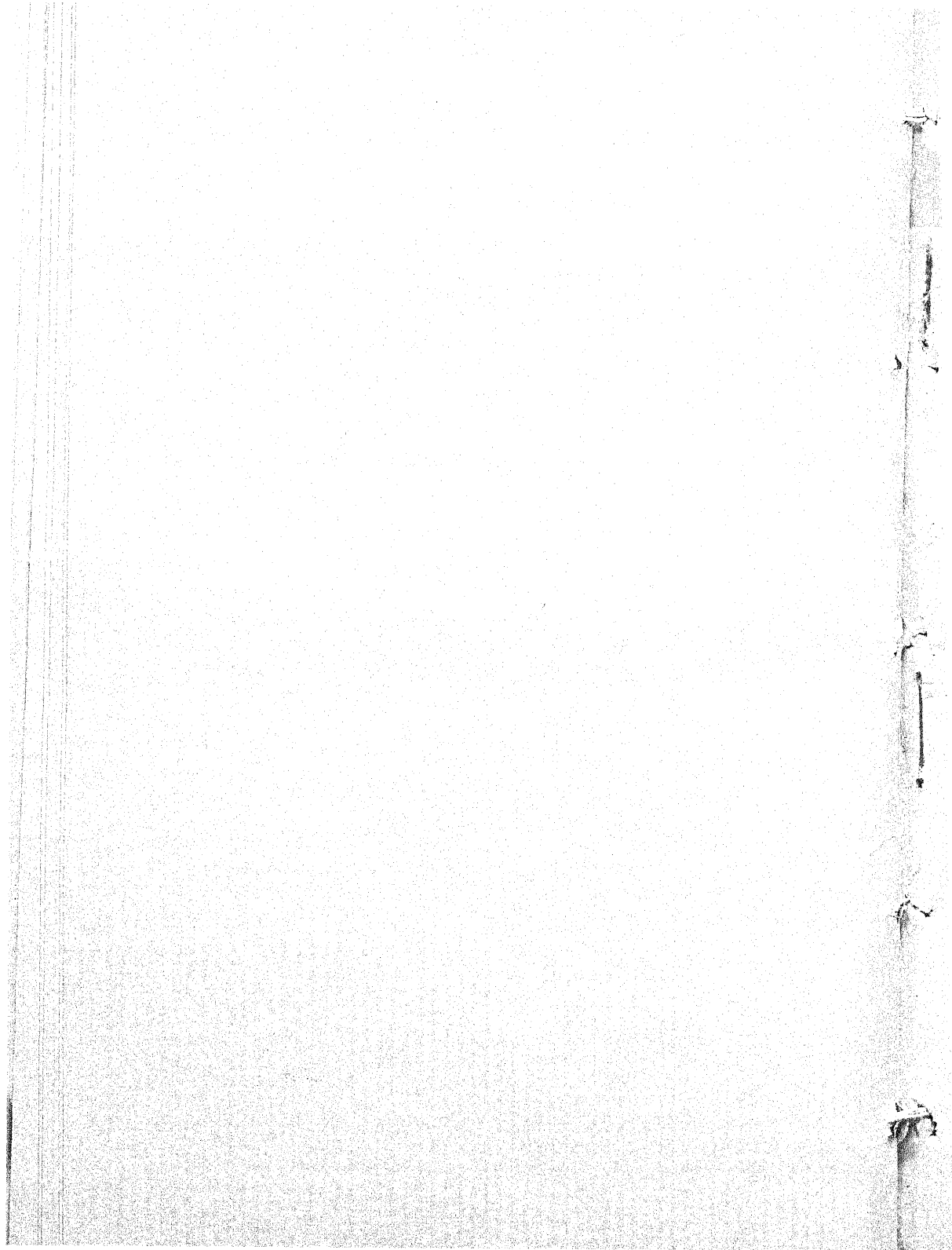
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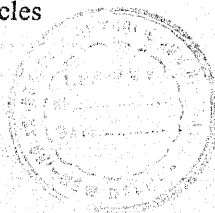
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ABSENTEEISM

BHATIA, S.K. A new approach in managing absenteeism. Lok Udyog, 15(2) May 81, p.59-65.

ADMINISTRATIVE MEASUREMENT

DREBIN, ALLAN R. Criteria for performance measurement in state and local government. Governmental Finance, 9(4) Dec. 80, p.3-7.

Useful measures are necessary to evaluate the governmental programmes and services. In this article the author has presented some guidelines that can be useful in developing such measures.

ADMINISTRATIVE REORGANISATION

THAYER, FREDERICK C. (Univ. of Pittsburgh). Administrative "reform" as of 1980 : a critical view. Politics, Administration and Change, 6(1) Jan.-June 81, p.20-34.

This essay is an attempt to suggest that the underlying concepts and detailed implementing practices of the Civil Service Reform Act of 1978 in USA should not be assumed wholly valid and that those in command of other civil service systems may well be advised to think long and hard before assuming the Act as a model worth replication.

WEISS, JANET A. (Yale Univ.) Substance vs symbol in administrative reform : the case of human services coordination. Policy Sciences, 7(1) Winter 81, p.21-45.

The most popular strategy of reform in the human services arena has been to foster coordination among different agencies. Policy makers seem to have paid little attention to the evaluation of coordination programmes. The concept of coordination, its objectives and the obstacles involved in achieving it are analysed. It is argued that being seduced by the symbolic and expressive content of the coordination message, decision makers continue to advocate coordination reforms in the face of consistently discouraging evidence. The experience with coordination programmes is reviewed and some suggestions toward constructive clarification are offered.

✓ AGRICULTURAL CREDIT

MALI, D.D. Rural credit in Meghalaya. Kurukshetra, 29(18) 16 June 81, p.20-2.

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culture and the problem of harmonising growth with equity : India in the Asian context. *Agricultural Situation in India*, 25(5) Aug. 80, p.343-8.

KANEDA, HIROMITSU. Growth and equity in India's agriculture in recent years : an east Asian perspective. *Indian Journal of Agricultural Economics*, 36(1) Jan.-Mar. 81, p.39-57.

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AGRICULTURAL EDUCATION

JHAMTANI, ANITA and K. VIJAYARAGAVAN. Agricultural education : progress and prospects in India. *Economic Times*, 29 July 81, p.5.

AGRICULTURAL EXTENSION

BAWEJA, G.S. An effective approach

to agricultural extension : 'training & visit' system. *Agricultural Situation in India*, 25(5) Aug. 80, p.337-42.

AGRICULTURAL MARKETING

SOMASEKHARA RAO, V.B.R.S. Planning marketing in an I.R.D. block : a study in Chatrapur block, Orissa. *Behavioural Sciences and Rural Development*, 4(2) July 81, p.175-229.

VARMA, S.C. Recent trends in agricultural marketing. *Kurukshetra*, 29(18) 16 June 81, p.4-7.

AGRICULTURAL RESEARCH

DOGRA, BHARAT. Farm research reform needed. *Tribune*, 14 Aug. 81, p.4.

PATEL, GUNVANT A. (Indian Institute of Management, Ahmedabad) Extent of multidisciplinary research in agriculture—a note. *Indian Journal of Public Administration*, 27(2) Apr.-June 81, p.453-9.

Patel measures the extent of multidisciplinary research by noting the percentage of research articles, covering one or more discipline, appearing in ten journals of agricultural research. The most recent available volumes of the past decade of each of the journals are examined. Each article has been gone through with particular attention to the statistical tables so as to ascertain the discipline or disciplines which it touched. According to Patel, the result is: 28.4 per cent of the articles appearing in these ten journals are multi-disciplinary. —*Reproduced from editorial.*

AGRICULTURE

ALI, IFZAL, B.M. DESAI, R. RADHAKRISHNA and V.S. VYAS. Indian agriculture at 2000 : Strategies for equity. *Economic and Political Weekly*, 16(10-12) Mar. 81, Annual Number, p.409-24.

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ANTYODAYA PROGRAMME

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BANKS

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PAI, B.N. Public sector banks: aspects of their restructuring. Economic Times, 27 July 81, p.5.

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BIRTH CONTROL

ALI, M.R. Personal values affecting decisions to adopt family planning. *Journal of Family Welfare*, 27(4) June 81, p.72-83.

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BALSARA, S.D. Law and population control in Maharashtra. *Health and population—Perspectives and Issues*, 3(1-2) Jan.-June 80, p.71-8.

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HAR GOVIND. The family planning programme—taxpayers can help and secure tax benefits. *Journal of Family Welfare*, 27(4) June 81, p.60-71.

KHAN, M.E. Population education and family welfare programme in organised sector: an overview. *Indian Journal of Industrial Relations*, 16(3) Jan. 81, p.415-30.

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MOLLA, R.I. and M.A. MIYAN. Consumer demand and marketing action plans for family planning in Bangladesh. *Journal of Management Studies*, 18(2) Apr. 81, p.219-30.

RAPPAPORT, BRUCE M. Family planning: helping men ask for help. *Public Welfare*, 39(2) Spring 81, p. 22-7.

SAXENA, J.N. Family planning as a human right under the United Nations system. *Health and population—Perspectives and Issues*, 3(1-2) Jan.-June 80, p.6-17.

SHARMA, A.K. and B.D. MISRA. A longitudinal study of fertility and family planning in a rural population, 1972-79. *Indian Journal of Social Work*, 42(2) July 81, p.113-22.

SURI, SURINDER. Family planning in India: not by preaching alone. *Times of India*, 29 Aug. 81, p.8.

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BOARDS AND COMMISSIONS

DAS, NABAGOPAL. Commissions have their uses. *Amrita Bazar Patrika*, 27 Aug. 81, p.6.

BONUS

MUKHERJEE, A.P. Bonus ordinance 1980: scope for popularising bonus linked with production/productivity. *Personnel Today*, 1(3) Oct.-Dec. 80, p.19-21.

SCULLARD, RICHARD. The operation of bonus schemes in local authorities. *Management Services*, 25(6) June 81, p.18-21.

BUDGET

BHATIA, B.M. Pakistan's latest budget: weak financial structure. *Times of India*, 15 July 81, p.6.

PINTO, ROGERIO F. Public sector budgeting: a public economics and a

public administration approach. *International Review of Administrative Sciences*, 47(1) 81, p.27-30.

BUDGET—PROCEDURE

DRAPER, FRANK D. and BERNARD T. PITSVADA. ZBB: look back after ten years. *Public Administration Review*, 41 (1) Jan.-Feb. 81, p.76-83.

LETZKUS, WILLIAM C. Zero-base budgeting and planning-programming budgeting: what are the conceptual differences? *Government Accountants Journal*, 29(4) Winter 80-81, p.47-55.

SCHWARTZ, BILL N. Zero-base budgeting in Arizona state government. *Government Accountants Journal*, 29(4) Winter 80-81, p.39-46.

BUDGETARY CONTROL

VAN LOON, R. Stop the music : the current policy and expenditure management system in Ottawa. *Canadian Public Administration*, 24(2) Summer 81, p.175-99.

BUREAUCRACY

BHAMBHRI, C.P. Lower-rung bureaucrats victims of social set-up. *Hindustan Times*, 17 July 81, p.17.

After Independence, the inherited system of administration has been continued, expanded and strengthened at the lower levels of bureaucracy. The Indian elite can bypass these lower levels because of close contacts with higher strata of bureaucracy. But an ordinary citizen in dealings with lower levels of bureaucracy experiences inefficiency, harassment, and victimisation. In this article an attempt is made to find some empirical explanations for serious behavioural distortions of the lower level bureaucracy. As a social group lower ranks of bureaucracy are

victims of their background and dominant social values of present day competitive society.

BRINTNALL, MICHAEL. Caseloads, performance, and street-level bureaucracy. *Urban Affairs Quarterly*, 16(3) Mar. 81, p.281-98.

DE, NITISH R. The Indian bureaucracy. *Business Standard*, 12 Aug. 81, p.5; 13 Aug. 81, p.5.

In contrast to private bureaucracy the functioning of government bureaucracy can become an open book. The critique of government bureaucracy does not always carry conviction because of lack of empirical evidence. The purpose of this article is to test out the widely held view that the bureaucracy is not geared to accelerating development projects. Details about two cases taken up for study are presented.

KAUFMAN, HERBERT. Fear of bureaucracy : a raging pandemic. *Public Administration Review*, 41(1) Jan.-Feb. 81, p.1-9.

KHANNA, K.K. Growing bureaucracy : some idiosyncracies. *Economic Times*, 10 July 81, p.5.

A developing bureaucracy is actively engaged in the task of socio-economic development of the country. As a result of the diversity in views and basic ideologies of the people and the government there is hardly any united, concerted plan of practical action. The wide gap between abilities required of and abilities actually available with the developing bureaucracy results in the common maladies of rampant inefficiency and corruption. The cycle of inefficiency of administration, failure of plans and frustration and disappointment of the people with the government is repeated with every new government and the problems of the

masses remain unresolved. It is explained as to how the increase in staff strength is rarely planned and executed rationally with a view to increase the inherent strength and capabilities of the administrative system. The task of achieving promised affluence and plenty in the land requires sustained inputs by a band of trained, dedicated generalist and specialist administrators. The inherent limitations of the bureaucracy are pointed out.

KHANNA, K.K. Indian bureaucracy : dynamic features of public service. *Economic Times*, 3 Aug. 81, p.5.

In developing countries the bureaucracy is expected to provide all those services which are required to be provided in a welfare state. Political interference and inadequacy of funds are generally propped up as obstacles in the provision of these services. But, in fact, unfortunately in practice the antiquated rules and regulations gain priority over the provision of services. For varied reasons minor changes in regulations are not made even if they may lead to optimum utilisation of resources. While some wasteful and underutilised services provided at tremendous cost to the exchequer are continued others which can prove useful are not provided on the pretext of lack of funds.

NANDY, RAJ. Bureaucracy at work: ancient recipes for new fare. *Statesman*, 22 Aug. 81, p.6.

However maligned, the 'machine-like' bureaucratic model is universally employed for the conduct of government. The performance of Indian bureaucracy is in sharp contrast to the expectations of the people, and the main problem is as how to make it discharge its responsibilities to the people effectively and efficiently. There is lack of awareness about modern management techni-

ques and the legislation, rules and regulations are outdated. Makeshift amendments have led to corruption and harassment of citizens. Specials in each department or ministry can review the rules and regulations to overcome the bottlenecks in the flow of work.

PARKINSON, C. NORTHCOTE. Excessive controls. *Eastern Economist*, 77(9) 28 Aug. 81, p.404-8.

PETERS, B. GUY. The problem of bureaucratic government. *Journal of Politics*, 43(1) Feb. 81, p.56-82.

SAJO, ANDRAS. Why do public bureaucracies follow legal rules? *International Journal of the Sociology of Law*, 9(1) Feb. 81, p.69-84.

SHERIFF, PETA. Sociology of public bureaucracies, 1965-1975. *Current Sociology*, 24(2) Summer 76, p.1-175.

SINGH, VIJAI. Reforming the bureaucracy. *Hindustan Times*, 2 July 81, p.7.

The actual control of the government rests with the bureaucracy and not the ministers. Even three decades after Independence the hangover of the British Raj is still lingering in the corridors of power. There is growing disenchantment among the public towards the bureaucracy. Inter-flow of information among ministries and departments is lacking, and the missions and embassies abroad have yet to bring us laurels. Rarely one comes across an official with an authentic "feel" of rural India. Genuine rapport between the administration and the citizen has to be established to achieve maximum participation. This needs radical changes in the district officials' mode of functioning.

SNELL, JAMES G. The deputy head in the Canadian bureaucracy: a case

study of the registrar of the Supreme Court of Canada. Canadian Public Administration, 24(2) Summer 81, p.301-9.

CABINET SYSTEM

BOSE, AJOY. Are ministers parochial? Hindustan Times, 27 Sept. 81, p.1.

MANN, DEAN E. and ZACHARY A. SMITH. The selection of US cabinet officers and other political executives. International Political Science Review, 2(2) 81, p.211-34.

RIGGS, FRED W. Cabinet ministers and coup groups ; the case of Thailand. International Political Science Review. 2(2) 81, p.159-88.

SISSON, RICHARD. Prime ministerial power and the selection of ministers in India : three decades of change. International Political Science Review, 2(2)81, p.137-57.

The process, of selection to the national council of ministers in India, as well as the role of the institution, has changed immensely during the past three decades. while ministers exhibit the characteristics of political elites generally—through their form and level of education, their occupational endeavour, and their pursuit of politics as a vocation—ministerial selection has been a function of prime ministerial strategies to assert the dominance of the prime minister's position and to augment its power. Strategies pursued have been determined by personal temperament and reactions to the leavening of public sentiment, the introduction of new classes and generations of elites into the public arena, and the changing configurations within the party system. In this article the selection of ministers to the central cabinet in India is examined in terms of this context of power

through a comparison of the reigns of Jawaharlal Nehru and Indira Gandhi. —*Reproduced.*

TOMITA, NOBUO, HANS BAERWALD and AKIRA NAKAMURA. Prerequisites to ministerial careers in Japan 1885-1980. International Political Science Review, 2 (2) 81, p.235-56.

CAPITAL PUNISHMENT

PHILLIPS, DAVID P. The deterrent effect of capital punishment : new evidence on an old controversy. American Journal of Sociology, 86 (1) July 80, p.139-48.

CASTE

SARADAMONI, K. Education, employment and land-ownership : role of caste and economic factors. Economic and Political Weekly, 16 (36) 5 Sept. 81, p.1466-9.

CENSUS

BOSE, ASHISH. Demographic trends : the census of 81. Urban India, 1 (1) Sept. 81, p.3-8, 22.

DHOLAKIA, RAVINDRA H. and PRAMOD M. SHAH. The 1981 census: data for further research. Economic Times, 29 Aug. 81, p.5.

DYSON, TIM. Preliminary demography of 1981 census. Economic and Political weekly, 16 (33) 15 Aug. 81, p.1349-56.

CHILD LABOUR

NAIDU, D. AUDIKESAVULU. Child labour participation in India : a state-wise census analysis. Journal of Family Welfare, 27 (4) June 81, p.48-59.

CHILD WELFARE

JAIN, S.N. Law and population : laws relating to children and child welfare. Health and Population. Perspectives and Issues, 3 (1-2) 80, p. 100-17.

CITIES AND TOWNS

BARASCH, MOSHE. The city. Quarterly Journal of the Local Self-Government Institute, 51 (4) Apr.-June 81, p.231-41.

CITIZEN PARTICIPATION

WANDERSMAN, ABRAHAM. A framework of participation in community organisations. Applied Behavioral Science, 17 (1) Jan.-Mar. 81, p. 27-58.

CITY PLANNING

BANSAL, BHARAT K. Reshaping the national capital. Hindustan Times, 19 July 81, p.9.

HILL, DILYS M. Values and judgments : the case of planning in England since 1947. International Political Science Review, 1 (2) 80, p.149-67.

HUDSON, BARCLAY M. Comparison of current planning theories : counterparts and contradictions ; comments by Thomas D. Galloway and Jerome L. Kaufman. Journal of the American Planning Association, 45 (4) Oct. 79, p.387-406.

PHILLIPS, DAVID R. The planning of social service provision in the new towns of Hong Kong. Planning and Administration, 8 (1) Spring 81, p.9-23.

SABNIS, A.N. Urban social services : some critical issues. Quarterly Journal of the Local Self-Government Institute, 51 (4) Apr.-June 81, p.222-30.

VERGHESE, B.G. What Kind of city ? : a perspective. Urban India. 1 (1) Sept. 81, p.23-6.

CIVIL LIBERTIES

NOORANI, A.G. Civil liberties : the power to search. Economic and Political Weekly, 16 (24) 13 June 81, p.1051-3.

PANDEY, J.K. Directive principles : source of powers or chart of duties ? All India Reporter, 68 (812) Aug. 81, p.97-9.

RAKSHIT, NIRMALENDU BIKASH. Right to property and the India. Modern Review, 143 (5) Nov. 79, p.284-93.

TARKUNDE, V.M. Human rights and the administration of justice. Radical Humanist, 45 (4) July 81, p.7-11, 16.

CIVIL SERVICE

BURNS, JOHN P. (Univ. of Hong Kong). The changing pattern of bureaucratic representation : the case of Hong Kong senior civil service. Indian Journal of Public Administration, 27 (2) Apr.-June 81, p.399-429.

John P. Burns analyses the pattern of bureaucratic representation in the Hong Kong civil service and marks the changes in its composition in four years, 1974-1978. He takes representation not only in terms of the population but also in terms of the level of responsibility inside the civil service and the functional distribution of the population. Hong Kong has a population of 5.5 million and the civil service establishment is 144,000. Broadly, the civil service consists of the British expatriates, and the local people, overwhelmingly Chinese. The representative character of the civil service is measured by Burns in terms of :

(a) the extent of localisation, and (b) the role of women in the civil service. For this purpose he analyses the structure of the civil service. He takes up only the senior civil service because of the non-availability details of representation for the lower strata, particularly the biographical data of the civil service personnel.—*Reproduced from editorial.*

DORAISWAMY, P.K. Civil servants and foot-in-mouth disease. *Hindu*, 25 Aug. 81, p.17.

Here is a plea for a second look at civil service anonymity. It forbids involvement of government servants in politics and public controversies or any public criticism of the government. Though there are some fears about freedom of expression being used indiscreetly by civil servants, it can be a part of their normal responsibilities to clarify matters in crisis and restore public confidence in the administration. Public communication can be used as normal aid to effective administration. Some illustrative guidelines on public communication are suggested.

GRANDJEAN, BURUKE D. History and career in a bureaucratic labor market. *American Journal of Sociology*, 86 (5) Mar. 81, p.1057-92.

This paper presents a synthesis of theoretical statements on the determinants of socio-economic achievement within bureaucratic (internal) labour markets and an empirical examination of the resultant predictions. The study focuses on careers in the U.S. civil service from 1963 to 1977, using official personnel records on a 1 per cent sample of whitecollar federal employees, along with secondary survey data. The career is viewed as an outcome not only of individual attributes but also of both organizational and historical contexts. The empirical strategy used to disentangle the indi-

vidual, organizational, and historical effects is cohort analysis. Five successive entering cohorts are differentiated, and for each a model of socio-economic achievement is estimated which incorporates key characteristics of bureaucratic labour markets not heretofore considered in such models. The considerable power of the model to account for variations in occupational prestige and salary supports a Weberian view of bureaucratic labour markets as highly rationalized personnel systems, although ascriptive characteristics also affect career success in the federal service. The cohort analysis reveals important organizational and historical effects which are interpreted as demonstrating the influence of variations in opportunity structure on socio-economic achievement. The paper concludes with a call for greater sociological attention to the inter-relationship of individual biography and societal history.—*Reproduced.*

KATYAL, K.K. Officialdom : distortions and deficiencies. *Hindu*, 14 Sept. 81, p.8.

The recent shake-up of secretaries at the Centre indicates that merit is receiving greater attention than loyalty. The results can be evident only when the officials find tangible evidence of the changed climate.

MALHOTRA, INDER. Civil service shake-up: a change for the better. *Times of India*, 13 Aug. 81, p.8.

This article deals with the recent reshuffle in the highest echelons of the civil service affecting as many as fifteen secretaries. The consensus among civil servants is that the changes are, by and large, sound and beneficial. This reshuffle may restore the once badly shattered morale of the higher civil services. It heralds a welcome return to professionalism and performance as criteria for promotions.

The author hopes that this kind of impetus may travel all along the line.

MALHOTRA, INDER. Tuning up official machine : P.M.'s meeting with secretaries. Times of India, 10 Sept. 81, p.6.

"RESTRUCTURING" the I.A.S. (Contributors : M.S. Randhawa, N. Khosla, K.C. Pandeya, J.S. Lall, S.R. Maini, G.D. Khosla, Badr-ud-Din Tyabji, E.N. Mangat Rai, and S.D. Bhambri). Tribune, 29 June 81, p.4; 30 June 81, p.4; 1 July 81, p.4; 2 July 81, p.4; 3 July 81, p.4.

The emphasis on economic development after Independence has led to an enormous proliferation of technical manpower, says M.S. Randhawa. An enormous proliferation of the technical manpower has led to a tussle between the generalists and the technical men working in various departments. Administration is still more of an art than a science and so a person who can take a general overall view may be more useful than a narrow specialist. Randhawa wants IAS to be restructured to utilise the technical and science background of the IAS officers.

N. Khosla has raised a question as to whether the country needs a superior, generalist corps of administrators or not. The conflict between populism and rationality has to be sorted out and each confined to its legitimate role, he argues. The IAS is broadly modelled on the ICS pattern but there is visible lowering of calibre. To foster objectivity and freedom from bias, no IAS officer should be allocated to his home state. Restructuring the IAS cannot be discussed without focusing the searchlight on other services.

In the years after Independence the parameters and presumptions on which IAS was conceived have changed

drastically. As a service IAS is not attracting the best talent coming out of universities. The unquestioned right of IAS officials to hold senior-most positions in government departments is being challenged by technocrats and specialists. As such K.C. Pandeya wants a fresh look at the role of the IAS immediately. Though IAS has no longer the primacy which its predecessor service enjoyed, someone has to be a leader at various levels to coordinate the functions of the technocrats and the needs of the people. The basic concept of IAS as a service and its relevance needs close examination.

The Indian Administrative Service has lost most of what it had. Today there are roughly ten times the number of officers in the IAS against the ICS on 15th August 1947. With such a growth in strength, quality is bound to be diluted, asserts J.S. Lall. When the cadre is compact it can be paid well enough to insulate its members from influence and corruption.

After Independence the government has entered almost all walks of economic, commercial, industrial and social activity, resulting into a spate of new fields of specialisation. As such the role of the general administrator has become all the more important, says S.R. Maini. IAS recruitment from the State Civil Services should be made more rigorous and their training needs should not be overlooked.

According to G.D. Khosla the role of IAS officials consists in tendering honest, considered advice to the ministers who in an ideal democracy will usually act upon that advice. Our democracy is very young and the politicians are still learning their metier. The requisites of an efficient and purposeful IAS officer are briefly pointed out. Just as there can be no democracy without politicians there

can be no government without the IAS.

The root causes behind the present disenchantment with the IAS are analysed by Badr-Ud-Din Tyabji. Though ICS and IAS have some common elements their times are different, their work is different, and above all their masters' treatment of them is different. While the cost of living has gone up the emoluments have remained low. The IAS officer is finding it difficult to meet his essential family and social obligations. Under such circumstances the talk of "restructuring" is like putting the cart before horse.

Our administrative performance is the poorest and corrupt. It is believed that administrative decisions are subject to power, pressure and influence, says E.N. Mangat Rai. Professionalism of pre-Independence period has practically disappeared and any restructuring must pursue and achieve its revival. Lack of professionalism has produced friction between technocrats and the civil service. Mangat Rai has argued that no civil service can function efficiently and honestly, unless it is substantially governed by values, morale and action within it.

According to S.D. Bhambri, in the administration of a developing country, like India, the civil servants and the professionalists have distinct roles to play in policy formulation and implementation. He wants the present system of theoretical and on-the-job training to be strengthened. There is ample scope for all types of skills to be made use of in developmental administration. In general the contributors are not in favour of L.K. Jha's suggestion to recruit the IAS probationers at the plus two stage of education.

SHARMA, SUDESH KUMAR.
(Punjab Univ., Chandigarh). Centrali-

zation of personnel functions: an Asian experience. *International Review of Administrative Sciences*, 47(1) 81, p.60-6.

In Asian countries, the evolution of personnel system and policies in the coming decades is going to determine the efficacy of the administrative system. In this paper, an attempt is made to present in brief, the structure, functions, role and responsibilities of personnel agencies in twelve Asian countries. The countries are: Bangladesh, India, Indonesia, Japan, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka and Thailand. The greatest problem affecting most of these countries is the expanding number of civil servants. However, there is a welcome trend towards looking at the personnel system in its entirety through a unified mechanism.

COLLEGES AND UNIVERSITIES

JHA, AKHILESHWAR. Unionism on the campus : bane of higher education. *Times of India*, 1 Sept. 81, p.8.

KHURSHID, SALMAN. A.M.U. again. *Hindustan Times*, 11 July 81, p.9.

PATIL, V.T. The open university. *Modern Review*, 143(2) Aug. 79, p.81-4.

VERGHESE, B.G. The tragedy of Alighrah. *Indian Express*, 17 Aug. 81, p.6.

COMMONWEALTH OF NATIONS

RAMPHAL, SHRIDATH S. The Commonwealth in the 1980s : an era of negotiations. *Round Table*, 282, Apr. 81, p.170-8.

COMMUNITY DEVELOPMENT

STOMMES, EILEEN and SELESHI

SISAYE. The impact of local administration on self-help development : lessons from pre-1975 Ethiopia. Planning and Administration, 8(1) Spring 81, p.89-96.

COMPUTERS

BARNES, S.R. How microprocessing may change local government. Local Government Studies, 7(1) Jan.-Feb. 81, p.57-62.

CONSTITUTIONAL HISTORY

PAL, R.N. Nature of the state and government in Indian policy. Journal of Constitutional and Parliamentary Studies, 14(1) Jan.-Mar. 80, p.36-61.

CONSTITUTIONS—AMENDMENTS

BERGESEN, ALBERT. Nation-building and constitutional amendments : the role of the thirteenth, fourteenth, and fifteenth amendements in the legal reconstitution of the American polity following the civil war. Pacific Sociological Review, 24(1) Jan. 81, p.3-15.

MEHTA, N.C. 46th constitution amendment bill. Business Standard, 30 June 81, p.5; 1 July 81, p.5.

MENDELSON, WALLACE. A note on the cause and cure of the fourteenth amendment. Journal of Politics, 43(1) Feb. 81, p.152-8.

COOPERATION

MESSERSCHMIDT, DONALD A. Nogar and other traditional forms of cooperation in Nepal : significance for development. Human Organization, 40(1) Spring 81, p.40-7.

COOPERATIVE BANKS

ANDEWUNMI, WOLE. Can a co-operative bank be an efficient commercial bank ? : a case study of Co-opera-

tive Bank Ltd. in Nigeria. Review of International Co-operation, 74(1) 81, p.17-27.

COOPERATIVE SOCIETIES

DUBHASHI, P.R. Sick argo-industrial cooperatives : Key to their rehabilitation. Economic Times, 19 Sept. 81, p.5.

CORRUPTION

SEN, SHANTONU. Need to campaign against corruption in public services. CBI Bulletin, 15(7) July 81, p.1-4.

CORRUPTION, POLITICAL

HARIHARAN, A. The ethics of fund raising. Hindustan Times, 4 Sept. 81, p.9.

KARLEKAR, HIRANMAY. The wages of corruption. Indian Express, 28 Sept. 81, p.6.

MENON, N.C. A climate of corruption. Hindustan Times, 16 Sept. 81, p.9.

COST-BENEFIT ANALYSIS

EDWARDS, LEE. Cost-benefit analysis. Bureaucrat, 10(1) Spring 81, p.32-5.

COUNTY FINANCE

MCDONALD, JAMES P. Elements of effective financial reporting. Governmental Finance, 9(4) Dec. 80, p.15-19.

CRIME

MISRA, SURAT and J.C. ARORA. A survey of public complaints in selected urban police stations of Delhi. Police Research and Development, July-Sept. 80, p.1-10.

CRIMINAL LAW

CHINNAPPA REDDY, O. Criminal

law, police and justice. Indian Police Journal, 27(3) Jan.-Mar. 81, p.55-60.

MCCONVILLE, MICHAEL and JOHN BALDWIN. Justice in danger? New Society, 56(963) 30 Apr. 81, p.179-80.

DECISION MAKING

MCEACHERN, A.W. and JAWAD AL-ARAYED. A decision strategy for development and change. Politics, Administration and Change, 6(1) Jan - June 81, p.1-19.

DEFENCE, NATIONAL

KATOCH, G.C. Integrating defence Statesman, 3 Aug. 81, p.6; 4 Aug 81, p.6.

DEMOCRACY

ANAND PRAKASH and GIRISHWAR MISRA. Changing image of Indian democracy. Social Change, 11(2) June 81, p.35-7

JOSHI, NAVIN CHANDRA. Panchayat system as catalyst for growth. Modern Review, 143(5) Nov. 81, p.262-4.

PALKHIVALA, NANI A. The people: the only keepers of freedom. Modern Review, 143(4) Oct. 79, p.240-4.

DEVELOPMENT ADMINISTRATION

HIRSCHMANN, DAVID. (Univ. of Malawi). Development or underdevelopment administration? : a further 'deadlock'. Development and Change, 12(3) July 81, p.459-79.

The analysis of public administration in the politically emerging states of the Third World gained momentum only in the second half of the 1950s. However, the major inspiration of the

Development Administration Movement was provided by American academics. By 1960s the movement has lost much of its impetus and direction. A different type of approach evolving among leading African civil servants is referred as the "African Public Administration and Management" (APAM) Movement. Its focus is specifically on the problems and issues which high-level African civil servants judge worthy of attention. Though realistic in assessment it has achieved little significance in the way of administrative change. Africa's civil servants distance themselves from and blame the politicians for many of Africa's and their own ills. The third school of thought is designated as the "Underdevelopment Dependency Movement." The inter-related elements of its approach impinge on bureaucracy. While the Development Administration and APAM Movements see the characteristic traits of bureaucracy as arising from the nature of the organisation and therefore adaptable, the Underdevelopment-Dependency Movement sees the bureaucratic behaviour of the civil service as a function of its class interests. As the interests of bureaucracy conflict with those of the people, the term "development administration" is rendered meaningless, and instead "underdevelopment administration" becomes appropriate.

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This paper examines some of the measures necessary for the creation and development of administrative and management capability in the less developed countries for the further promotion of their growth and development. The creation of a suitable machinery for the administration of

development is of vital necessity and should be made a priority endeavour. Various factors on which the success of such an endeavour depends are pointed out.

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A. Rohr; Ethics and public management : education and training, by John A. Worthley ; Codes of ethics in state government : a nationwide survey, by Steven W. Hays and Richard R. Gleissner ; The management of ethics : codes of conduct in organizations, by James S. Bowman ; Comparative perspectives on administrative ethics : some implications for American public administration, by Mark W. Huddleston; Bureaucratic ethics from Washington to Carter : a historical perspective, by Edward A. Loucks; Public personnel in an age of scientificism, by Michael Clarke and Patrick McInturff; Professional ethics and the public interest: sources of judgement, by Nicholas P. Lovrich, Jr.; Legalism, moralism and the bureaucratic mentality, by Gregory D. Foster; civil service reform and ethical accountability, by Charles J. Fox; The organizational imperative and supervisory control: their effects on managerial ethics, by Anne-Marie Rizzo and Thomas J. Patka ; Integrity in work and interpersonal relations: a perspective for the public manager, by E. Drexel Godfrey, Jr. and Elliot Zashin; Administrative malpractice suits: tort liability and the challenge to professionalism, by Jack Rabin, Gerald J. Miller, and W. Bartley Hildreth; The application of regression analysis to equality and merit in personnel decisions, by James L. Danielson and Russ Smith; A new administrative ethic: attitudes of public managers and students, by James W. Evans; Education and training for values and ethics in the public service: an international perspective, by O.P. Dwivedi and Ernest A. Engelbert; Ethics in the public service; codification misses the real target, by Gerald E. Caiden; The myth of the monetary mafia, by Ronald L. Usher; Bayview Civic Center, by Joseph J. Penbera; There is no such thing as a free ride, by Francis P. McGee and Francis J. Anzelmi; A book review

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Current environmental administration in France is characterised by complexity. Inter-ministerial committees, a central administration, tripartite committees, semi-autonomous agencies, and a light territorial administration, provide an intricate institutional framework which includes various organisations whose functions and relationships are not always very clear. This paper presents an outline of the present structure of environmental administration.

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Contents : Futility of blind emulation, by Sankar Ray, Budgetary innovations in India, by G. Thimmaiah; Indirect taxes in a developing economy, by Bhabatosh Datta; Indirect taxation : a synoptical [view, by R.J. Venkateswaran; Resource generation by states, by Abhijit Datta; If I were the union finance minister, by S. Bhoothalingam; Growth and diseconomies, by Ashok Mitra; States' grievances : a critique, by Indarani Kar; Singapore : fiscal creativity, by Tapan Bandopadhyay; Budgeting in Japan—a review, by Rita Mukherjee; Highlights of Soviet budget, by Dwipen Das; Reagan experiment, by Amit Chakraborty.

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FOOD SUPPLY

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BHOOTHALINGAM, S. Exports : need for new priorities. *Indian Express*, 25 Aug. 81, p.6.

MEHTA, BALRAJ. Luxury of liberal imports. *Amrita Bazar Patrika*, 30 Sept. 81, p.6.

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JUDGE, DAVID. (Paisley College of Technology). Specialists and generalists in British central government : political debate. *Public Administration*, 59, Spring 81, p.1-14.

The intention of this article is to take an overview of the generalist specialist controversy in order to examine the political framework which makes the continued pre-eminence of the generalist in Whitehall and Westminster unusual in terms of organisation theory while at the same time predictable in terms of the British constitutional and political environment. The contradictions between the requirements of organisation theory on the one hand and those of political convention on the other are examined to explain the continued pre-eminence of the generalist in the central government.

UPADHYAYA, RAJIV. The generalist specialist controversy : needs a pragmatic approach. *Integrated Management*, 16(1-3) Jan.-Mar. 81, p.15-17.

GOVERNMENT AND BUSINESS

FOX, J. RONALD. Breaking the regulatory deadlock. *Harvard Business Review*, 59(5) Sept.-Oct. 81, p.97-105.

GOVERNMENT ENTERPRISE

ANANDA RAO, C.R. (Osmania Univ., Hyderabad). Personnel policies and labour management relations *vis-a-vis* the Committee on Public Undertakings. *Indian Journal of Public Administration*, 27(2) Apr.-June 81, p.331-54.

C.R. Ananda Rao in his article 'Personnel Policies and Labour Management Relations *vis-a-vis* the Committee on Public Undertakings' (PUC) analyses the recommendations of the Committee affecting public undertakings. These recommendations cover personnel policy, labour management relations, and other aspects such as absenteeism, overtime, incentive schemes, productivity and welfare schemes, etc. Rao has cited the recommendations item by item and he has

shown that these recommendations aim towards having a model set of rules and practices so as to show up public undertakings as model employers. —*Reproduced from editorial.*

BOHM, ANDREJA. The concept, definition and classification of public enterprises. *Public Enterprise*, 1(4)81, p.72-8.

DE, NITISH R. and KISHORE JETHANANDANI. (Public Enterprises Centre for Continuing Education, New Delhi). Public enterprise administration : a development perspective. *Human Futures*, 4(1) Spring 81, p.68-98.

This paper seeks to examine the administrative culture that has evolved in the Indian public enterprise system. The exploration has been based on the contours of interpenetration of the political and civil administration ethos of the post-colonial India. The exposition also takes into account the turns and twists of the political parameters which reflect the strategies of economic development India has set for itself. The paper is divided into seven sections. They are: (1) Economic development and the public enterprises system, (2) Coverage and structure of public enterprise system, (3) Control and accountability of public enterprise system, (4) Management dynamics of public enterprise system : technology, professionalism, human resources management, (5) The public sector working class and its impact on the workers in general and on the economy, (6) Interface between public enterprise administration and public administration : convergence and divergence, and (7) Areas for exploration.

GARG, P.S. (Bureau of State Enterprise, Lucknow) Public sector performance - growth replacing profit. *Lok Udyog*, 15(3) June 81, p.17-23.

The author claims that in the public sector the most commonly used yardstick of evaluating the performance of public enterprises—return on investment—remains to be a lopsided technique due to the presence of certain specified social objectives set for different enterprises to achieve. These specific objectives which are in addition to the normal objectives set out for the public enterprises, differ from unit to unit. As a result the ROI technique suffers from the lack of inter-unit performance comparison. What the State desires from its enterprises is to make progress on all the specified objectives in the same way as it wants growth in all the other sectors of the economy. Thus, to avoid the difficulty in measuring the performance of public enterprises by ROI method the author has suggested for making use of the concept of growth for evaluating the performance of public sector enterprises.—*Reproduced*.

KHADKA, NARAYAN. (Gokhale Institute of Politics and Economics, Poona). The development of public sector enterprises in Nepal. *Lok Udyog*, 15(2) May 81, p.67-76.

In Nepal First Five Year Plan was introduced in 1956 and the draft of Sixth Five Year Plan (1980-85) has been formulated. The growth of state enterprises over the planned period is described in this paper, and a brief outline of organisational structure is presented. Though the investment in state enterprises is increasing their contribution to state treasury is comparatively negligible. Demarcation of objectives for each undertaking is imperative.

MEHTA, BALRAJ. Public sector management. *Amrita Bazar Patrika*, 7 Sept. 81, p.6.

MISHRA, GIRISH. Role of public sector in Indian planning. *Capital*, 187(4670) 17 Aug. 81, p.11-12.

The "due role" of the public sector means different things to different people. The views of Indian monopolists, World Bank and other sections of society are briefly explained. The State enterprises must improve their level of capacity utilisation and instead of becoming a refuge for bureaucrats should be entrusted to those having managerial and technical skill. Moreover the state sector should not be barred from entering the consumer goods industries.

RAMAKRISHNA RAO, B. Public sector: a problem of capacity utilization. *Capital*, 187 (4667) 27 July 81, p. 8-10.

SINGH, K. RAMCHANDRE PRASAD. Public sector pricing policy. *Eastern Economist*, 77(11) 11 Sept. 81, p. 511-14.

VIJAYA SARADHI, S. P. (Osmania Univ., Hyderabad) The planning process in public sector enterprises. *Lok Udyog*, 15(3) June 81, p. 11-15.

Planning Process is as important as any other management function in an organisation as the future development of any organisation greatly depends on the plans and the targets. There are different steps in the planning process such as Environmental Analysis, Assessment of Company Strengths and Weaknesses, Formulating Planning Premises, etc. In this paper the author has presented the findings of a survey on the planning process in public enterprises. The survey has revealed that the public sector planning process suffers from various deficiencies like lack of proper attention to the different steps of the planning process, clarity on the company strategy, absence of action plans, etc.—*Reproduced*.

WADEHRA, B.L. Public enterprises. *Economic Times*, 6 Aug. 81, p.5; 7 Aug. 81, p.5.

In pursuance of our Industrial Policy Resolutions of 1948 and 1956 the public enterprises have come to occupy commanding heights in the national economy. Ever since the inception of public enterprises the issue of managerial autonomy *vi-a-vis* their accountability has been the subject matter of debate and deliberations. The purpose of this article is to explain how the Parliament exercises control over the public enterprises. Various opportunities to MPs to express their views are pointed out. The trends and tendencies in the relationship between the Parliament and public enterprises are highly encouraging. The evolution and growth of Parliament's control over nationalised Industries in United Kingdom is briefly presented.

WILSON, P.R. (Univ. of Cochin). Sick Undertakings: a case study from Kerala. *Indian Management*, 20(7) July 81, p.42-9; 20(8) Aug. 81, p.29-36.

Kerala government has 57 public sector undertakings. Out of these 21 are manufacturing units of which 13 are perpetually incurring losses. This study which takes into account these losing concerns analyses their major cost elements. The analysis indicates that these elements are: material, labour, financing charges, power and depreciation. The statistical data indicate that these elements are steadily increasing at a faster rate than the sales. Unless costs are strictly monitored and rigid financial discipline is maintained these concerns will continue to be a social menace.

GOVERNORS

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politan areas. Socio-Economic Planning Sciences, 15 (2) 81, p.45-51.

HOURS OF LABOUR

RAINEY, GLENN W., Jr. and LAWRENCE WOLF. Flex-time ; short-term benefits; long-term ? Public Administration Review, 41 (1) Jan.-Feb. 81, p.52-63.

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CHATURVEDI, MADHUKAR SHYAMAN. The impeachment under Indian Constitution. Journal of Con-

stitutional and Parliamentary Studies, 14 (2) Apr.-June 80, p.179-94.

INCOME—DISTRIBUTION

KARAM SINGH and JOGINDER SINGH. An analysis of inter-temporal and inter-regional income disparity in India and its determinants. Asian Economic Review, 21 (1-2-3) Apr., Aug. and Dec. 79, p.31-44.

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JAIN, ANIL KUMAR. Should we dispense with the summary assessment? Eastern Economist, 77 (12) 18 Sept. 81, p.549-53.

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INDIA OFFICE

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Syed Anwar Husain in his article 'The Administrative Departments of the India Office, 1858-1919' discusses the evolution of the India office from its inception in 1858 to the end of World War I. The composition and functions of the India Office did undergo several

changes between these two years and those changes were broadly guided by the incentive to reform, response to war or other national crisis, and the need for economy.—*Reproduced from editorial.*

INDUSTRIALISATION

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KIRLOSKAR, C.S. Industrialisation: are we ready for it? *Economic Times*, 17 Aug. 81, p.5.

SARMA, K. RAMA KRISHNA. (Osmania Univ., Hyderabad). Impact of incentive schemes on industrial development in backward areas: a case study of Andhra Pradesh. *Indian Journal of Public Administration*, 27 (2) Apr.-June 81, p.376-98.

Over the years the Central and State Governments have brought forward several schemes for the industrial development of the backward States in the country and also of the backward areas and districts in the relatively developed States. These schemes cover both direct incentives and subsidies. The details of provisions under these schemes are supposed to make sure the effective use of the subsidies and the incentives to bring about the desired result. However, K. Rama Krishna Sarma shows in his article 'Impact of Incentive Schemes on Industrial Development in Backward Areas—A Case Study of Andhra Pradesh' that there have been instances, where, on account of the misuse of the schemes, undeserving industries and undeserving areas have come to benefit at the expense of the other.—*Reproduced from the editorial.*

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INFORMATION SYSTEMS, MANAGEMENT

ENNALS, KEN. The management information system for ministers in the Department of the Environment. Local Government Studies, 7(1) Jan.-Feb. 81, p.39-46.

VOHRA, S.C. MIS sans computer. Integrated Management, 15(10-12) Oct.-Dec. 80, p.5-7.

INNOVATIONS

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Innovation is the result of a process that replaces existing practices, structures, services or goods with new ones. Regardless of whether innovation results from the search for an answer to a need or from the exploration of opportunities, it is dependent on creative thinking. Action Research and Training is a strategy that enables the individual to contribute innovative ideas by helping him build operational definitions of opportunities or needs. The author has pointed out some traits of creative people and creativity and has analysed the reasons as to why Action Research and Training is a promising strategy for fostering conditions that are conducive to innovation.

INSURANCE, AGRICULTURAL

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INSURANCE, SOCIAL

BHATT, TUSHAR. The meagre benefits of benefit schemes. Business Standard, 18 Aug. 81, p.5.

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In the US system of government, the President alone has the power to decide on crucial issues. But he depends on being briefed properly by the agencies set up for it. After the President's decision, the administration, with the several agencies meant for the purpose, carries out the decision in the name of the President. P.M. Kamath puts this assumption to test in regard to US national security during the successive presidencies from Roosevelt to Carter. —*Reproduced from editorial.*

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INTERNATIONAL BUSINESS ENTERPRISES

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Discussions on the role of TNCs, especially in the third world, have as a rule evoked strong emotions, for and against, and it is rarely that one gets

a balanced view. J.L. Bajaj's article on the potential contribution of TNCs in promoting industrial development in third world countries summarises the ideas in this respect and tries to clear the many misunderstandings and lopsided views on the subject. —*Reproduced from editorial.*

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SCHEMAN, L. RONALD. Management in international organisation: is there order in world order? *International Review of Administrative Sciences*, 47 (1) 81, p.15-26.

INTERSTATE COMMERCE

MARKOSE, A.T. Interstate commerce and the Indian constitution. *Journal of Constitutional and Parliamentary Studies*, 14(2) Apr.-June 80, p.95-125.

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As on 31st March 1977, seventeen minerals and metals (excluding steel) enterprises of the Central Government were engaged in recovering,

refining and extracting basic raw materials such as, copper, aluminium, zinc, uranium, rare earths, chemicals, etc. In this article the behaviour of inventories in these undertakings over the period 1966-67 to 1976-77 is studied. The data indicate that the undertakings hold inventories 'more than what is required for production flow. Though there had been some positive impact of management efforts on reducing the excess level of inventories after the seventh year onwards, ample scope still exists to reduce the level of inventories further.

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and supervisors in a public sector undertaking. *Indian Journal of Industrial Relations*, 16(3) Jan. 81, p.431-49.

The officers and supervisors of a manufacturing unit were divided into four mutually exclusive groups of Junior Supervisors (group A), Senior Supervisors (group B), Junior Officers (group C), and Senior Officers (group D) and a random sample of 117 was drawn with 43 subjects each in groups A and B, and 16 and 15 in groups C and D respectively. The data show: (1) Among the 11 job expectation factors studied, job security obtained the first rank followed by opportunity for advancement, pay according to merit, working conditions, etc. (2) Among the four groups, there were found high inter-factor (expectation) correlations ($r=.61$ to $.90$). (3) Out of the 14 motivating and 14 maintenance factors studied, as many as 23 were found to be associated with job satisfaction. Only two factors (promotion, general policy and administration) were considered as maintenance factors leading to dissatisfaction. (4) Most of the sets of correlation between satisfaction and dissatisfaction in the present job situations were statistically significant, but the reverse was true in the case of imaginary job situations. (5) The expectations from Herzberg's theory were found to hold true for the imaginary job situation but not for the present job situation.—*Reproduced*.

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SAHAY, S. Independence of the judiciary. *Radical Humanist*, 45(5) Aug. 81, p.41-2, 45.

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JUDICIAL PROCEDURE

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JUSTICE, ADMINISTRATION OF

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In Nigeria, on the other hand, as Adeoye Akinsanya describes in his article 'The Nigerian Constitution and the Independence of the Judiciary', the constitution in that country is itself weak in certain respects regarding the functioning of the higher judiciary. The present Nigerian constitution was framed in 1979 and on the surface it is modelled on the US constitution. In Nigeria they swear by the independence of the judiciary. But, says Akinsanya, some of the sections in the constitution are so inaptly drafted that they need immediate revision if judicial independence is to be assured. He is particularly critical of the method given in the constitution for the removal of judges from office.—*Reproduced from editorial*.

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VFNKITESWARAN, S. Structural and operational aspects of Kerala State Warehousing Corporation. Cooperative Perspective, 15(3) Oct.-Dec. 80, p.16-21.

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LEGAL PROFESSION

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The structure of the legal civil service which is amorphous and blurred at its boundaries can be explained only by reference to the disjointed history of its development. The work of lawyers in the conduct of public business has numerous facets. Historical development of the legal civil services is largely an unexplored area, and contains life-forms and mineral resources worthy of further investigation. The departments in which legal staff have been employed have their own distinct histories. This paper is descriptive and analytic rather than speculative and prescriptive. Lawyers constitute a formidable sub-group within the U.K. civil service, though the areas where they are 'on tap' heavily outweigh those where they can claim to be 'on top'. Statistical tables are presented to explain the departmental diversity of the legal civil service.

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LEGISLATIVE REFERENCE SERVICE

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LEGISLATURES

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VENKATARAMANI, S.H. How to ensure better service by L.I.C. Statesman, 1 Sept. 81, p.6.

LOCAL GOVERNMENT

DARKE, ROY. Attitudes towards public participation. *Local Government Studies*, 7(3) May-June 81, p.61-6.

MOBBS, TIM. Local government information — who needs what? *Local Government Studies*, 7 (1) Jan.-Feb. 81, p.47-56.

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Independence raised the question of what role local government would have in the Indian political system. One of its functions became a development with two general goals : to improve the economical infrastructure of the locality and to provide previously excluded groups and castes with opportunities for political power. The success of the local system of the government in meeting these goals is mixed, especially with the evolution of development programmes of the centre. Recent changes have indicated a decline

in the development role of local governments which varies by region and urban and rural areas. The election (1980) of a new government may be again lead to changes in the local system of local government and its role in the development'—*Reproduced*.

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SHARDA, BAM DEV. Convergence and divergence in stratification processes: comparisons between the rural sectors of India and the United States. *Rural Sociology*, 46 (1) Spring 81, p.20-41.

OFFICIAL SECRETS

CORNFORD, JAMES. The prospects for privacy. *Political Quarterly*, 52 (3) July-Sept. 81, p.295-313.

NOORANI, A.G. Secrets Act: an anachronism. *Indian Express*, 31 July 81, p. 6.

SAHAY, S. Official secrecy and the press. *Statesman*, 16 July 81, p.6.

SUSHIL KUMAR. Official Secrets Act. *Hindustan Times*, 13 Aug. 81, p.9.

ORGANISATION

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between organizational structure and employee reactions: comparing alternative framework. *Administrative Science Quarterly*, 26(1) Mar. 81, p.66-83.

ORGANISATIONAL CHANGE

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SINHA, DHARNI P. Emerging perspectives in organisation development: the Indian experience. *Indian Journal of Training and development*, 11(1-2) Jan.-June 81, p.22-9.

PEDESTRIANS

MODAK, S.K., UMA SWAMINATHAN and DIVIJA BOLAR. Need for a pedestrian policy. *Journal of Transport Management*, 4(11) June 81, p.20-9.

PENSIONS

DALY, MICHAEL J. The Swedish approach to investing public pension funds: some lessons for Canada? *Canadian Public Administration*, 24(2) Summer 81, p.257-71.

GREEN, F. The effect of occupational pension schemes on saving in the United Kingdom; a test of the life cycle hypothesis. *Economic Journal*, 91(361) Mar. 81, p.136-44.

LYNES, TONY. Realism on pensions. *New Society*, 55(952) 12 Feb. 81, p.285.

SHAPIRO, KENNETH P. An ideal pension system. *Personnel Journal*, 60(4) Apr. 81, p.294-7.

STOLTE, MYRON D. Pension plan sponsors : monitor yourselves. *Harvard Business Review*, 59(2) Mar.-Apr. 81, p 136-43.

TEPPER IRWIN. Taxation and corporate pension policy. *Journal of Finance*, 36(1) Mar.81. p.1-13.

THOMPSON, WILLIAM N. An answer to the public pension funding problem. *Policy Analysis*, 6(1) Winter 80, p.117-20.

PENSIONS—LEGISLATORS

KHOSLA, RANBIR KUMAR. Pensions of the legislators. *Journal of Constitutional and Parliamentary Studies*, 14(1) Jan.-Mar. 80, p.62-70.

PERSONNEL

BHATIA, S.K. Human resources management - trends in the 1980s. *National Labour Institute Bulletin*, 7(1) Jan.-Mar. 81, p 47-55.

DEVANNA, MARY ANNE, CHARLES FOMBRUN and NOEL TICHY. Human resource management : a strategic perspective. *Organizational Dynamics*, Winter 81, p. 51-67.

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MARGULIES, FRED. Effects of the introduction of micro - processors on personnel problems. *Planning and Administration*, 8(1) Spring 81, p 24-34.

SKINNER, WICKHAM. Big hat, no cattle : managing human resources. *Harvard Business Review*, 59(5) Sept.-

Oct. 81, p.106-14.

SUR DAS. Operative employees. *Economic Times*, 7 Aug. 81, p.5; 8 Aug. 81, p.5

PERSONNEL—SELECTION

GROVE, DAVID A. A behavioural consistency approach to decision making in employment selection. *Personnel Psychology*, 34(1) Spring 81, p.55-64.

MALINOWSKI, FRANK A. Job selection using task analysis. *Personnel Journal*, 60(4) Apr. 81, p.288-91.

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PERSONNEL—SERVICE RATING

BEER, MICHAEL. Performance appraisal : dilemmas and possibilities. *Organizational Dynamics*, Winter 81, p.24-36.

BHATIA, S.K. Trends in performance appraisal. *Indian Management*, 20(7) July 81, p.50-4.

BHATIA, S.K. Trends in performance appraisal. *Integrated Management*, 15(10-12) Oct.-Dec. 80, p.19-25.

KLEIMAN, LAWRENCE S. and RICHARD L. DURHAM. Performance appraisal, promotion and the courts: a critical review. *Personnel Psychology*, 34(1) Spring 81, p.103-21.

MCAFEE, R. BRUCE. Performance appraisal : whose function ? *Personnel Journal*, 60(4) Apr. 81, p.298-9.

MURTY, V.V. Improving performance rating. *Integrated Management*, 16(1-3) Jan.-Mar. 81, p.25-7, 29.

SASHKIN, MARSHALL. Appraising appraisal: ten lessons from research for practice. *Organisational Dynamics*, Winter 81, p. 37-50.

SINGH, P., A. MAGGU and S.K. WARRIER. Performance appraisal systems: a critical analysis. *Indian Journal of Industrial Relations*, 16(3) Jan. 81, p.315-43.

YAGER, ED. A critique of performance appraisal systems. *Personnel Journal*, 60(2) Feb.81, p.129-33.

PERSONNEL, PUBLIC

BETZ, FREDERICK and STEPHEN R. ROSENTHAL. Planning for governmental efficiency through staffing allocation. *International Journal of Public Administration*, 3(2) 81, 157-88.

The planning of personnel requirements for the various divisions of a government agency is a prerequisite to the preparation of reasonable operational budgets. This study describes a method for developing baseline estimates of personnel requirements in public agencies, by adapting traditional task analysis and work measurement approaches to the broader framework of organizational theory. An application to determining the staffing requirements at the National Science Foundation for Fiscal Years 1979 1981 illustrates the method. —*Reproduced*.

PERSONNEL, PUBLIC—PAY PLANS

MEHTA, BALRAJ. Neutralisation of DA. *Amrita Bazar Patrika*, 21 Sept. 81, p.6.

PERSONNEL, PUBLIC—POLITICAL ACTIVITIES

KHAN, AKHTAR ALI. (Aligarh Muslim Univ.) Political sterilization of public employees in India: a plea for constructive thinking. *Indian Political Science Review*, 15(2) July 81, p.175-88.

An outline of the political rights of public employees in United Kingdom, U.S.A, and France is presented. In India public employees are debarred from any type of political activity. Difficulties in giving political rights to government employees in India are analysed. In this paper an attempt is made to examine the possible alteration in Indian policy.

PERSONNEL, PUBLIC—SERVICE RATING

NIGRO, LLOYD G. Attitudes of federal employees toward performance appraisal and merit pay: implications for CSRA implementation. *Public Administration Review*, 41(1) Jan-Feb. 81, p.84-6.

POLICE

BENSON, PAUL R. Political alienation and public satisfaction with police services. *Pacific Sociological Review*, 24(1) Jan.81, p.45-64.

DEGENARO, RAYMOND T. Sources of stress within a police organisation. *Indian Police Journal*, 27(3) Jan.-Mar. 81, p.47-54.

IGBINOVIA, PATRICK EDOBOR. The pattern of policing in Africa: the French and British connections. *Police Journal* 54(2) Apr.-June 81, p.123-56.

JOSHI, G.P. Poor image of the police: role of corruption and cruelty. *Times of India*, 1 Aug, 81, p.8.

MIRANDE, ALFREDO. The Chicano and the law: an analysis of community-police conflict in an urban barrio. *Pacific Sociological Review*, 24(1) Jan. 81, p.65-86.

MISRA, S.C. Police performance: some parameters of appraisal. *Indian Journal of Public Administration*, 27(2) Apr.-June 81, p.444-52.

S.C. Misra in his article 'Police Performance: Some Parameters of Appraisal' pleads for a change in the methods of appraisal of police performance in the country in the context of the new circumstances. He finds fault with the hitherto prevalent appraisal methods as they, according to him are both unreliable and unrealistic. The absence of a convincing appraisal system has led to several misconceptions about police performance and the citizen satisfaction in the police performance is adversely affected.

Misra observes that the police role in modern days is diverse and its quantification may not be easy. But performance measurement must be attempted though, for a proper appraisal; that alone will go to meet public expectations and thereby promote citizen satisfaction.—*Reproduced from editorial.*

NATH, D.C. Social responsibilities of the police force: scope and limitations. *Indian Police Journal*, 27 (3) Jan. Mar. 81, p.29-38.

The police have varied social responsibilities of varied nature but not without necessary or obvious limitations. They have to enforce a number of social legislations. There is tremendous scope for the police to help orderly growth and maintenance of the social fabric and even influence the course of the society's development.

SAKSENA, N.S. Police in France. *Indian Police Journal*, 27(3) Jan.-Mar. 81, p.9-11.

SAKSENA, N.S. Politicians and police: lessons of the Karnataka controversy. *Statesman*, 21 July 81, p.6.

SINGHVI, G.C. (Inspector General of Police, Jaipur). Police-public relation: issues and management. *Management in Government*, 12 (4) Jan.-Mar. 81, p.336-44.

The relationship between the police and the public is compared with the relationship between a servant and his master. In India the people generally do not cooperate with the police. As regards the image of the police in India, the findings of a public opinion survey conducted by the Indian Institute of Public Opinion are briefly presented. Some specific action proposals are suggested to make the police force really effective in its performance. Development of cordial police-public relations can go a long way in helping the police to serve the public better. Without public backing no police force can do its work successfully. Some measures are suggested to encourage and enthuse people to cooperate with the police.

POLICE POWER

REED, BILL. Issues and trends in police discretion. *CBI Bulletin*, 15 (7) July 81, p.7-9.

POLICEWOMEN

SOUTHGATE, PETER. Women in the police. *Police Journal*, 54 (2) Apr.-June 81, p.157-67.

POLITICAL PARTICIPATION

KALAYCIOGLU, ERSIN and ITLER TURAN. Measuring political participation: a cross cultural application. *Comparative Political Studies* 14(1) Apr. 81, p.123-35.

STEINBERGER, PETER J. Political participation and community: a cultural inter personal approach. *Rural Sociology*, 46 (1) Spring 81, p.7-19.

POLITICAL PARTIES

CAIN, BRUCE E. and JOHN FREEJOHN. Party identification in the United States and Great Britain. *Comparative Political Studies*, 14 (1)

Apr. 81, p.31-47.

POLLUTION

VALSON, M.C. Control of urban pollution. Cochin University Law Review, 4(1) Mar. 80, p.43-63.

POPULATION

COALE, ANSLEY J. Population trends, population policy, and population studies in China. Population and Development Review, 7 (1) Mar. 81, p.85-97.

DESAI, P.B. Law and population change in India. Health and population-Perspectives and Issues, 3 (1-2) Jan.-June 80, p.47-70.

PARAKH, B.S. Population, education and quality of life. Health and Population—Perspectives and Issues, 3 (1-2) Jan.-June 80, p.145-58.

POSTAL SERVICE

KHANNA, H.R. Intercepting letters: invasion of the right to privacy. Statesman, 15 Sept. 81, p.6.

POVERTY

AGARWALA, VIRENDRA, Organising the rural poor. Khadi Gramodyog, 27(11) Aug. 81, p.521-5.

CHOPRA, PRAN. Can we afford our poverty? Economic Times, 20. Sept. 81, p.4-5.

DANDEKAR, V.M. On measurement of poverty. Economic and Political Weekly, 16(30) 25 July 81, p.1241-50.

GUPTA, ANAND P. Poverty and unemployment in India. Business Standard, 27 Aug. 81, p.5; 28 Aug. 81, p.5; 29 Aug. 81, p.5; 1 Sept. 81, p.5; 3 Sept. 81, p.5; 4 Sept. 81, p.5.

PARANJAPE, H.K. How poor are we? Economic and Political Weekly, 16(36) 5 Sept. 81, p.1470-2.

SETHI, NARENDRA K. Analysing poverty. Business Standard, 26 Sept. 81, p.5; 29 Sept. 81, p.5; 30 Sept. 81, p.5.

SHAM LAL. The changing village. Times of India, 29 June 81, p.8; 30 June 81, p.6; 1 July 81, p.8.

SINHA, SANJAY. The "direct attack" strategy for poverty removal: implementation methodology. Community Development Journal, 16(1) Jan. 81, p.36-43.

SUKHATME, P.V. On measurement of poverty. Economic and political Weekly, 16(32) 8 Aug. 81, p.1318-24.

PRESIDENTS

SINGH, MAHENDRA PRASAD. Presidential system for India: a note on the recent rethinking. Journal of Constitutional and Parliamentary Studies, 14(1) Jan.-Mar. 80, p. 1-6.

PRESS

ABRAHAM, A.S. Powers for Press Council: playing into government's hands. Times of India, 4 Sept. 81, p.8.

SINHA, KEWAL PRASAD. The attitude of the prime ministers as regards freedom of press in India. Journal of Constitutional and Parliamentary studies, 14(1) Jan.-Mar. 80, p.71-5.

PRICES

RANGACHARI, K. Stabilization plan: fiscal discipline is the key. Statesman, 10 July 81, p.6.

PRIME MINISTERS

QURAIISHI, ZAHEER MASOOD. Prime ministership: a global census.

Journal of Constitutional and Parliamentary Studies, 14(1) Jan.-Mar. 80, p.17-35.

PRISONS

KRISHNA IYER, V.R. Towards a national prison policy. *Mainstream*, 20(1-5) Annual 81, p.33-4, 169-70.

MCGOWAN, J. The role of the prison officer in the Irish Prison Service. *Administration*, 28(3)80, p.259-74.

PROBLEM SOLVING

RANGNEKAR, SHARU S. How organisations solve problems. *Indian Journal of Training and Development*, 11(1-2) Jan.-June 81, p.60-2.

VAN DE VEN, ANDREW H. Problem solving, planning, and innovation. *Human Relations*, 33(10) 80, p.711-40; 33(11) 80, p.757-79.

PROJECT MANAGEMENT

BLITZER, C., P. DASGUPTA and J. STIGLITZ. Project appraisal and foreign exchange constraints. *Economic Journal*, 91(361) Mar. 81, p. 58-74.

CHAUDHARY, K.S. Project appraisal—the right way. *Capital*, 187(4673) 14 Sept. 81, p.6-7.

GANGULI, SIDDHARTHA. People in project management. *Indian Management*, 20(8) Aug. 81, p.24-6.

HANDA, K.L. (I.I.P.A., New Delhi). Project management. *Management in Government*, 12(4) Jan.-Mar. 81, p.366-75.

The purpose of this article is to analyse the usefulness in project management of the modern management technique of network analysis. This technique enables clear cut assign-

ment of responsibilities to different levels of management for the timely execution of tasks by them. All these management levels should be involved, in a meaningful way, in the formulation of the network plan, to achieve its efficient implementation. Adequate powers should be delegated down the line for an efficient discharge of responsibilities. A network chart is a work plan which expresses targets for achievement in respect of various responsibility centres, based on accepted norms and standards. An essential component of network planning is the system of reporting and review which facilitates remedial action if necessary.

KOPARDEKAR, H.D. Plans, programming, monitoring and evaluation. (A brief resume of tools, techniques etc. for municipal bodies), *Niyojan Vichar*, 12(1) 81, p.13-20.

NAIK, B.M. and R.K. SACHDEVA. (I.I.P.A., New Delhi). Monitoring of physical progress: a case. *Productivity*, 21(4) Jan.-Mar. 81, p. 523-40.

Measurement and monitoring of project progress in the conventional way based on financial progress does not project a correct picture of physical progress. The actual project situations being complex, demand application of modern concepts based on measurement of financial as well as physical progress. Physical progress of individual activities is generally measured in terms of quantity of work. This does not give a consolidated picture of the project to top management so as to facilitate initiation of corrective action. This case study shows a method of measurement and monitoring of physical progress based on effort. This method helps in measuring productivity of labour and adjusting the strength or work-force from time to time to achieve the target and also allows integration of financial and physical

progress.—*Reproduced.*

THYAGARAJAN, M. Public sector projects. *Economic Times*, 31 Aug. 81, p.5, Sept. 81, p.5, 2 Sept. 81, p.5.

Usually in public sector projects, most of the work is carried out under the contract system and involves a number of contracting agencies. Schedule problems do arise as a result of the interaction among these contracting agencies. It is argued that network planning provides a rational approach to overcome these problems. Successful completion of the entire project depends on proper planning and co-ordination of different contracts. The steps involved in developing and monitoring contractors' plans and schedules are discussed in this article. The author has spelt out certain control clauses in the contract document which help in efficient operation of the contract networks. The last part of the article deals with the procedure to be followed when some changes in the scope of the contract arise.

PROPERTY TAXES

SIVA SUBRAHMANYAM, K. Property taxation. *Eastern Economist*, 77(3) 17 July 81, p. 120-4.

PUBLIC ADMINISTRATION

GOLEMBIEWSKI, ROBERT T. (Univ. of Georgia). The ideational poverty of two modes of coupling democracy and administration: democracy and administration; democracy vs. administration. *International Journal of Public Administration*, 3(1)81, p.1-65.

An eminent political scientist did not see much of value in public administration theory. He made a dual proposal: one not only can put a low value on taking that theory into account; it is better to neglect it altogether. This essay agrees only in one

regard with that political scientist: public administration theory is in shabby shape. But neither little concern about it, nor neglecting it altogether, will do. Hence this essay seeks to provide perspective on how major conceptual issues coupling the will of government with the work of governance were approached in ways more convenient and simplistic than comprehensive and satisfying. In effect, this essay provides support for another effort which argues for a third basic approach to coupling Democracy and Administration.—*Reproduced.*

GOODSELL, CHARLES T. The new comparative administration: a proposal. *International Journal of Public Administration*, 3 (2) 81, p. 143-55.

This position paper proposes that pessimistic self-criticism in the field of comparative public administration be replaced by recognition of its already notable accomplishments; and, more importantly, by its clearly great promise when the field is not narrowly conceived as merely non-American public administration but a generic, master field of administrative study. Hence the "new comparative administration" incorporates subnational and supranational comparisons as well as those in which the independent variable of national or national system is used. Also the redefined field will embrace: organizational, programmatic, and other such comparisons; use of disparate comparative methodologies; and research aimed frankly at ameliorating practical problems. This redefinition is intended not to downgrade the study of public administration in foreign countries, but merely to place that work in a broader disciplinary context in which revitalization can proceed.—*Reproduced.*

HALLY, DESMOND L. (University College, Dublin). Accountability and

the public sector. *Administration*, 28 (2)80, p.224-34.

The Devlin report of 1969 sought to change the focus of public sector management from an approach based on formal structures to something which may be called a goal attaining approach. The author has traced as to how the structures, envisaged in the Devlin Report, created new needs for information to support their decision making. The effectiveness of an organisation has become a matter of arrangement within a logical framework for decision making. The purpose of this article is to comment on the implication of goal attaining approach to public sector management in terms of information requirements. The task of designing suitable information systems in public sector is more difficult and involves greater creativity and ingenuity. It appears that the goal attaining approach as envisaged in Devlin Report is not possible unless a managerial rather than an administrative role is adopted throughout the public sector.

LYNCH, THOMAS D. and GERALD T. GABRIS. Obstacles to effective management. *Bureaucrat*, 10(1) Spring 81, p.8-14.

PLOWDEN, WILLIAM. What'er is best administered. *New Society*, 56(960) 9 Apr. 81, p.53-4.

The British public administration seems to have changed little. Though by world standards it is broadly efficient, industrious, honourable and considerate, by the standards of reasonable expectations, it is over-centralised, fragmented, insular and uncommunicative. The central problem in administrative reforms is 'separatism' which shuts off different parts of the public service from each other and from the general public. There is lack of informal contact between civil

servants and politicians. Senior executives are moved between unrelated posts for quite extraneous reasons. Different services provide their own training programmes for their own senior management. The essential first step in administrative reform should be the removal of institutional barriers and thus speed up the circulation of people and ideas.

QUAH, JON S.T. (National Univ. of Singapore). The study of public administration in the ASEAN countries. *International Review [of Administrative Sciences]*, 46(4) 80, p.354-60.

The Association of Southeast Asian Nations (ASEAN) consisting of Indonesia, Malaysia, the Philippines, Singapore and Thailand was formed in 1967. This paper is concerned with the study of public administration (PA) in these five countries, examining the creation of institutes of PA there and estimating their research output on PA. The author finds that PA as a discipline is quite well developed in Thailand and the Philippines, is developing in Indonesia and Malaysia, and is least developed in Singapore.

RIZOS, E. JOHN. Public Administration in Greece: the quest for 1981. *International Review of Administrative Sciences*, 46(4) 80, p.327-32.

The Greek bureaucracy taking on menacing proportions appears disingenuous. There is a growing conviction that public administration is irrelevant and has no philosophy or purpose. It is under the constant attack of the Greek press. This crisis springs from various sources. Greek needs a revitalised public administration as it enters the European Economic Community.

STEVENS, D. The Saskatchewan Public Administration Foundation 1963-1966.

Canadian Public Administration 24(2)
Summer 81, p.295-300.

PUBLIC DISTRIBUTION SYSTEM

KHANNA, SUNDEEP. Problems of procurement and distribution. Kurukshetra, 29(18) 16 June 81, p.18-19.

PUBLIC GOODS

GRAY, CHARLES M. and VIRGINIA H. GRAY. The political economy of public service options. American Behavioral Scientist, 24(4) Mar.-Apr. 81, p. 483-94.

THOREEN, PETER W. On the profitable provision of public goods and services. American Behavioral Scientist, 24(4) Mar.-Apr. 81, p. 573-98.

PUBLIC INTEREST

HODGETTS, J.E. Government responsiveness to the public interest: has progress been made. Canadian Public Administration, 24(2) Summer 81, p. 216-31.

PUBLIC POLICY

ELLIOTT, ROBERT H. The policy adoption-implementation spiral. International Journal of Public Administration, 3(1) 81, p.113-41.

HALACHMI, ARIE. The relationship between political science and policy sciences. Political Science Review, 20(1) Jan.-Mar. 81, p.1-10.

PETRICK, RICHARD L. Policy cycles and policy learning in the People's Republic of China. Comparative Political Studies, 14(1) Apr. 81, p.101-22.

SLACK, JAMES D. Policy implementation effectiveness in cross-national analysis. International Journal of Public Administration, 3(2) 81, p.219-42.

This study focuses upon the problem of effectiveness in the implementation of public policies. The problem is analysed in terms of three sets of environmental variables or dimensions which emerge from the literature on policy implementation. These dimensions are: (1) the systemic environment, (2) the bureaucratic environment, and (3) the operational environment. A Critical review of several models of implementation effectiveness is included.

PUBLIC WELFARE

DIXON, JOHN. Community-based welfare support in China: 1949-1979. Community Development Journal, 16(1) Jan. 81, p.21-9.

OBLER, J. Private giving in the welfare state. British Journal of Political Science, 11(1) Jan. 81, p. 17-48.

RADIO BROADCASTING

CHATTERJI, P.C. Broadcasting ethics. Statesman, 6 Sept. 81, p.6; 7 Sept. 81, p.6.

HARIHARAN, A. The decline of broadcasting. Hindustan Times, 21 Aug 81, p.9.

RAMESH CHANDER. "Joint sector" in radio and TV. Times of India, 7 Sept. 81, p.6.

It is suggested that to obtain greater diversity and to provide healthy competition in programming within Doordarshan and All India Radio, services of independent programme production agencies should be utilised.

RAILWAYS

AIYAR, S. KASY. Safety on railways. Statesman, 3 July 81, p.6; 4 July 81, p.6.

DAYAL, R. Price of rail safety: enforcing standards of discipline. *Statesman*, 31 Aug. 81, p.6.

GAUBA, S.S. Resources for investment on railways. *Eastern Economist*, 78(25) 19 June 81, p.1441-5.

KHOSLA, G.S. Railways in Pakistan: problems but sound progress too. *Statesman*, 24 Aug. 81, p.6.

NARASIMHA REDDY, D. (Sri Venkateswara Univ., Tirupati). Working of the permanent negotiating machinery of the Indian Railways. *Indian Journal of Industrial Relations*, 16(3) Jan. 81, p.379-413.

Negotiation as a method of resolving problems of industrial relations has been universally commended. For negotiations to be effective, the policies and instruments of implementation of these policies need to be constantly reviewed and streamlined. The present paper is an attempt to examine the experience of the Permanent Negotiating Machinery (PNM) in one of our largest establishments, viz., Indian Railways. The paper deals with the origin and evolution of the PNM and its working at different levels. The analysis of the Railway experience with the Machinery throws light on the problems negotiating process, negotiable issues and the structure of negotiating machinery, which would, hopefully, serve as a guide to improve the process of negotiating not only in the Indian Railways but also in other organizations. — *Reproduced*.

REGIONAL PLANNING

MURTHY, L.S.N., KURUGANTY R. SASTRY and R.G. REDDI. Taluk development boards of Karnataka. *Rural Development Digest*, 4(2) Apr. 81, p.190-229.

NARULA, D.D. Regional planning and

development. *Link*, 24(1) 15 Aug. 81, p.45-7.

TIMBERG, THOMAS. Regions in Indian development; comments by Harry W. Blair, Nicholas B. Dirks, George Rosen, *Pacific Affairs*, 53 (4) Winter 80-81, p.651-60.

VIDLAKOVA, OLGA. Planning for the comprehensive economic and social development of regional and local authorities in Czechoslovakia. *Planning and Administration*, 8 (1) Spring 81, p.35-41.

WISHWAKARMA R.K. State planning and regional development administration: issues and objective function. *Varta*, 1 (2) Oct. 80, p.45-52.

RENT-REGULATION

BALACHANDRAN, AMMU. Anomalies in Tamil Nadu Rent Control Act. *Hindu*, 11 Aug. 81, p.17.

KAISB, S. What is 'just and reasonable' in rent control? *American Journal of Economics and Sociology*, 40 (2) Apr. 81, p.129-37.

RESERVATIONS

SRINIVASAVARDAN, T.C.A. Reservation in the services. *Tribune*, 21 Aug. 81, p.4; 24 Aug. 81, p.4.

Reservation for scheduled castes in public services was introduced for the first time in 1943. The object of the government policy is that one-sixth or one-eighth of the total posts or in each grade or group should consist of persons belonging to scheduled castes and tribes. In the first part of the article the basic policy issues involved are analysed and the main features of reservation policy are discussed. The second part deals with as to how far the objectives have been achieved. The statistical data presented indicate that the country has no reason to feel dissatisfied.

RIOTS

KHUSHWANT SINGH. Jamshedpur and after. Hindustan Times, 17 Sept. 81, p.9.

MAHAVIR, BHAI. Jamshedpur: the other side. Hindustan Times, 29 Sept. 81, p.9.

SAHAY, S. Jamshedpur riots report. Statesman, 24 Sept. 81, p.6.

RURAL DEVELOPMENT

BOGAERT S.J., FR. M.V.D. Professionalism in rural development. Personnel Today, 1(3) Oct. Dec. 80, p.22-6.

CHONCHOL, JACQUES. For new strategies in rural development. ITCC Review, 10 (38) Apr.81, p.6-15.

This paper begins by analysing the subordinate role of rural development in the strategies applied until now in the majority of Third World countries. This role has been subordinated to the need of industrialization, increase of exports and urban development.

The socio-economic consequences of these development models were, on the one hand, the aggravation of differences between urban and rural populations, and, on the other, an increase of rural under-employment provoking a very rapid urbanisation of large cities, with deteriorating conditions for the urban poor. To this must be added the growing dependence of the Third World on the industrialized countries, with dire economic and political consequences for national autonomies.

Considering the predictable problems for the future, such as accelerated continuation of population and labour force growth leading to an aggravation of under-employment, dependence, differences among popula-

tions and explosion of large cities, this model must be modified, if a more balanced and sound development is desired.

The paper concludes by outlining new strategies for the revival of rural development policy.

- (a) to discontinue considering the rural areas as a subordinate sector, but treat it as an essential element of development planning;
 - (b) to establish in these areas various and complementary economic activities, capable of creating the employment required by the local labour force;
 - (c) to consider the rural areas not only in terms of agricultural activities, also of industrial activities, production of energy, social services, cultural activities, capable of creating the required production cycles and enabling the population to continue living where it is.
- Reproduced.

GHADGE, ALKA. (Vikram Univ., Ujjain). Development and participatory democracy. Social Change, 11 (2) June 81, p.38-44.

Development is a very elusive term. It cannot be confused with growth. While growth indicates quantitative change in economic condition of a society, development stands for qualitative change in every walk of life, viz., social, economic, political, educational and so on. The focus of attention of our policy workers and planners is on Integrated Rural Development. The essential theme of Integrated Rural Development is elimination of poverty, social inequality and unemployment.

The objectives of Integrated Rural Development are likely to be fulfilled, when people start participating in all

aspects of development process, namely decision making, implementation monitoring and evaluation. Sharing of the benefits of development projects is the most important form of participation as equity aspect of development is closely connected with this. At the same time only through people's participation improved management of physical resources such as land, water and forest is possible. In a society like ours the group or community decisions are extremely important in the proper use and conservation of these physical resources. In the opinion of the author the fulfilment of objectives of Integrated Rural Development revolve round the pivot of people's participation. Participation cannot be imposed on the people from above, it should be voluntary and based on will to participate. In the last part of the article the author makes an attempt as to how best the the people's participation can be ensured in the field of decision making, project implementation, monitoring, evaluation and sharing the benefits of development.—*Reproduced.*

GIRDHARI, D.G. Rural development and management. *Khadi Gramodyog*, 27(9) June 81, p.430-5.

GURBACHAN SINGH and ASHOK KUMAR. Bank credit and rural development. *Eastern Economist*, 77(1) 3 July 81, p.24-8.

HANDWERKER, W. PENN. (Humboldt State Univ., California). Productivity, marketing efficiency and price-support programmes; alternative paths to rural development in Liberia. *Human Organization*, 40(1) Spring 81, p.27-39.

Since 1950, as Liberian farmers have become increasingly enmeshed in a money economy selling food crops, their ability to supply the staple, rice, to growing urban population has increas-

ingly diminished. The most frequently cited policy solution to such problems is to make the crop more profitable by increasing its price. Liberian data suggest that, given an efficient marketing system, government-sponsored price support schemes defeat the central purpose of economic development programmes, namely enabling people to enjoy higher material standards of living. Development goals can best be achieved by increasing productivity and thereby lowering the costs of production. The Liberian data suggest further that women are the probable instigators and acceptors of the necessary technical changes in agriculture.—*Reproduced.*

HASAN, SYED MAJEEDUL. Rural development in A.P. *Business Standard*, 23 Sept. 81, p.5; 24 Sept. 81, p.5.

INSTITUTIONAL finance for rural development. *Kurukshetra*, 29(20) 16 July 81, p.3-15.

Here are the recommendations of the Seminar on Institutional Finance for Rural Development held at Pune in January this year and some important papers read thereat. The papers are: Institutional finance and integrated rural development, by G.P. Bhawe; An action plan for weaker sections, by A.R. Patel; and Financing small farmers, by M. Ramakrishnayya.

MAFATLAL, ARVIND N. New technologies for rural development. *Commerce*, 143(3662) 22 Aug. 81, p.327-8.

This is the text of the keynote address delivered at the workshop on "Manpower for rural development: its mobilisation and training", organised by Federation of Indian Chambers of Commerce and Industry, in Bombay on 13th August 1981.

MILLER, ERIC J. (Tavistock Institute

of Human Relations, London). A "Negotiating Model" in integrated rural development projects. *Development Digest*, 19(1) Jan. 81, p.66-76.

Neither a "top-down" nor a "bottom-up" approach to rural development is wholly satisfactory. This article proposes the alternative of a negotiatory relationship between government and rural villagers, and examines the ingredients of its successful application in a Mexican project.

NEALE, WALTER C. Rural development and politics in India. *Pacific Affairs*, 53(4) Winter 80-81, p. 626-31.

PATEL, A.R. Modernising rural India: the growth centre approach. *Business Standard*, 11 Aug. 81, p.5.

Various pilot projects launched to achieve the objectives of rural development and to modernise our villages have recorded appreciable achievements but they suffer from many handicaps. This paper is an attempt to appreciate the concept of rural development and the need for a mechanism to identify the needs and problems of the rural poor. An outline of a programme having multi-dimensional approach is presented. A growth centre approach can be a powerful instrument for assisting policy makers and planners in improving the well being of the population. Development and promotion of such growth centres should constitute a basic approach to the process of rural development. The public sector banks can help in identifying the potential growth centres in their area of operation.

RAJESHWAR RAO, K. (Kakatiya Univ., Warangal). An approach to integrated rural development. *Khadi Gramodyog*, 27(10) July 81, p.467-74.

In developing economies rural areas should constitute the starting

point to achieve economic growth. The broad objective of integrated rural development is to provide scope and opportunity for a rapid optimum utilisation of resource potential in the rural areas. The urban poor are only an over-flow of the rural poor in urban areas. Successful agricultural development programmes provide a wide dispersal of benefits to a vast number of peasant landholders. Three crucial areas of policy which deserve effective administration and implementation are: redistribution of land, adoption of labour intensive technology, and guaranteeing right to gainful employment. For rural development, growth centre approach appears to be useful. Rural public works programmes must be implemented effectively side by side with industrial development. The main objectives behind a suitable social policy for a developing country like India are pointed out.

RAO, NAGESHWAR. (Univ. of Allahabad). Gandhian way to rural development. *Khadi Gramodyog*, 27 (10) July 81, p.478-81.

The fruits of development have not reached the rural masses. Rural development has many facets, economic social and cultural and each of these facets is multi dimensional. Here is an outline of Gandhiji's blueprint for village reconstruction. Village revival is possible only when it is no more exploited. It is suggested that Gandhian philosophy of rural development should be carefully scrutinised and made relevant to our changed socio-economic set-up.

ROY, BUNKER. Facing the rural facts. *Indian Express*, 19 Sept. 81, p.6.

ROY, BUNKER. Industry and rural development in India. *Community Development Journal*, 16(1) Jan. 81, p.30-5.

SAH, BHUWAN LAL. Role of block personnel in I.R.D. programmes. Kurukshetra, 29(20) 16 July 81, p.25-30.

The purpose of this study is to: 1. Analyse the organisational structure and staffing pattern of the block personnel; 2. Analyse the extent of involvement of these personnel in the integrated rural development programmes; and 3. Suggest remedies to remove the bottlenecks as far as the block administration is concerned. The study was conducted in the Bhikiasen Block of Almora District in U.P.

SINHA, ATUL. I.R.D. programme: concept and content. Kurukshetra, 29 (21) 1 Aug. 81. p.8-11.

This is a paper read at seminar on Integrated Financing and Management for Southern and Western Regions, in Pune in January 1981.

TEJ NARAIN. Task of rural development. Hindu, 28 July 81, p.17.

UDUPA, K.N. I.R.D. programme and the university. Kurukshetra, 29(2) 16 Aug. 81, p.4-5, 7.

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BANERJEE, BISWAJIT and S.M. KANBUR. On the specification and estimation of macro rural-urban migrations: with an application to Indian data. Oxford Bulletin of Economics and Statistics, 43(1) Feb. 81, p.7-28.

PREMI, MAHENDRA K. Role of migration in the urbanisation process in third world countries: a case study of India. Social Action, 31(3) July-Sept. 81, p.291-310.

SALES TAX

MISRA, P.N. and T.K. JAYARAMAN. Performance evaluation of sales tax administration: a case study of

Gujarat. Vikalpa, 6(2) Apr: 81, p.87-92.

PUROHIT, MAHESH C. Substitution of ST by additional excise. Economic Times, 4 July 81, p.iv.

SAMAL, KISHOR. VAT in place of ST: disadvantageous in poor nations. Business Standard, 16 July 81, p.5.

SAVING AND INVESTMENT

THIRUVENKATACHARI, K. Inflation and domestic saving in India. Indian Economic Almanac, 1(3) July-Sept. 81, p.24-30.

SCHEDULED CASTES

ALEXANDER, K.C., G.L. VERMA and E.C. JAYAKUMAR. Social development of weaker sections: a study in Krishna district, Andhra Pradesh. Behavioural Sciences and Rural Development, 4(2) July 81, p.246-79.

HENNINGHAM, STEPHEN. Autonomy and organisation: harijan and adivasi protest movements. Economic and Political Weekly, 16(27) 4 July 81, p. 1153-6.

JOSHI, BARBARA R. Scheduled caste voters: new data, new questions. Economic and Political Weekly, 16(33) 15 Aug. 81, p.1357-62.

KAMAT, A.R. Education and social change amongst the scheduled castes and scheduled tribes. Economic and Political Weekly, 16(31) 1 Aug. 81, p.1279-84.

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VAN LENNEP, EMILE. Ministerial declaration on future policies for science and technology. OECD Observer, (110) May 81, p. 16-17.

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DARSHANKAR, A.Y. Aurangabad slums: a study. Mainstream, 19(47) 25 July 81, p.17-19.

GONSALVES, COLIN. The Kerkar Committee report: a sell-out to builders' lobby. Business Standard, 8 Sept. 81, p.5.

MULIK, G.H. Slums need not be slums. Niyogan Vichar, 12(1) 81, p.21-4.

RIBEIRO, E.F.N. Provision of infrastructure in slum and squatter settlements. Urban India, 1(1) Sept. 81, p.27-32, 38.

SOCIAL CHANGE

BANERJEE, UTPAL K. (Computronics India, New Delhi). Social communication and social indicators, Indian Journal of Public Administration, 27(2) Apr.-June 81, p.263-300.

While 'growth' is measurable by a number of objective yard-sticks, and the variables also lend themselves to tailor-made models, 'welfare' as more of a qualitative concept presents difficulties in establishing quantitative indicators. Utpal K. Banerjee, in his article "Social Communication and

Social Indicators" analysis this area of social thought and indicates several steps by which 'welfare' may be measured. He defines 'positional' indicators 'performance' indicators and 'perspective' indicators, all with the object of making a package of acceptable norms for 'welfare' measurement and for setting social goals and social policies—*Reproduced from editorial*

KAMAT, A.R. Explaining social change in India. Business Standard, 10 July 81, p.5; 17 July 81, p.5; 31 July 81, p.5; 7 Aug. 81, p.5.

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NEWBY, HOWARD. Rural Sociology. Current Sociology, 28(1) Spring 80, p.1-141.

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STATE GOVERNMENT

DHAWAN, P.B. State governments. Economic Times, 21 July 81, p.5; 22 July 81, p.5.

STATE-MUNICIPAL RELATIONS

PURI, HARISH K. (Guru Nanak Dev Univ., Amritsar). Challenges to urban government; bureaucratization and political apathy. Quarterly Journal of the Local Self-Government Institute,

51(4) Apr.-June 81, p.215-21.

Urban local authorities, Professor Harish K. Puri argues, have been steadily losing their autonomy in India. In this paper, presented at a seminar sponsored by the U.G.C. at Punjabi University, Patiala, Professor Puri shows how the urban local governments in Punjab have been in the course of the last three to four decades, 'cribbed, cabined and confined' by the state government and reduced to almost provincial departments. In various ways, the State Government in Punjab has imposed controls over the municipal governments—appointment of municipal executives with considerable freedom from control of locally elected councils, provincialization of municipal personnel, fiscal controls, etc. The picture which Professor Puri draws is truly alarming. It is obvious that unless this trend is not merely halted but reversed, urban local self-government would suffer total eclipse in Punjab. —*Reproduced.*

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KABRA, KAMAL NAYAN, ANIL C. ITTEYERAH and VIJAY P. OJHA. Manday losses, wages, profits and prices. *Mainstream*, 19(50) 15 Aug. 81, p.13-15.

KELLY, JOHN E, and NIGEL. The causation of strikes: a review of theoretical approaches and the potential contribution of social psychology. *Human Relations*, 33(12) 80, p.853-83.

NOORANI, A.G. The right to strike. *Indian Express*, 15 Aug. 81, p.6.

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MEHTA, BALRAJ. Problem of subsidies : planners' dilemma. *Amrita Bazar Patrika*, 6 July 81, p.6.

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NARAYANASWAMY, P.V. Visions of the future : underground prospects in Calcutta. *Statesman*, 19 July 81, p.6.

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TAXATION

CROSS, RODNEY and G.K. SHAW. The economics of tax aversion. *Varta*, 1(2) Oct. 80, p.8-22.

HANSEN, R.R. Revenue alternatives for state and local governments. *American Journal of Economics and Sociology*, 40(2) Apr. 81, p.183-90.

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TEACHERS—EDUCATION

EKANAYAKE, S.B. Training teachers

for changing roles in Sri Lanka. Prospectus, 10(4) 80, p.504-11.

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DE. NITISH R. Some thoughts on technology and economic development. Human Futures, 4(1) Spring 81, p.58-67.

KAMENETZKY, MARIO. Technology policy in the context of the socio-economic development of a country. Indian Review of Management and Future, (2) 81, p.7-19.

PELC, KAROLI, and BHASKAR D. MISRA, Technological Change: its socio-political and cultural context—Indian and Polish perspective. Indian Review of Management and Future, (2) 81, p.1-6, 19.

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BAUMGARTEL, HOWARD. Human factors in the transfer of technology in national development. Human Futures, 4(1) Spring 81, p.49-57.

GURJAL, A.R. Need and approach for transfer of technology. Productivity, 21(4) Jan.-Mar. 81, p.493-6.

MANSFIELD, EDWIN and ANTHONY ROMEO. Technology transfer to overseas subsidiaries by U.S. based firms. Quarterly Journal of Economics, 95(4) Dec. 80, p.737-50.

RAHMAN, MD. ANISUR. Toward developing TCDC in participatory rural employment creation. National Labour Institute Bulletin, 7(1) Jan.-Mar. 81, p.25-8.

RAZ, BARUCH and REUVEN HORESH. Technology transfer agreements: an analysis. ITCC Review, 10(38) Apr. 81, p.16-20.

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Vidura, 18(4) Aug. 81, p.260-2.

TOURIST TRADE

GARG, R.B.L. What ails Indian tourism? Eastern Economist, 77(12) 18 Sept. 81, p.553-5.

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GUPTA, RANJIT KUMAR. The traffic of Calcutta. Amrita Bazar Patrika, 2 Sept. 81, p.6.

MUKERJI, M.K. Transport, traffic in Calcutta. Business Standard, 30 July 81, p.5; 31 July 81, p.5; 1 Aug. 81, p.5.

TRAINING

BOYNTON, ROBERT E. Executive development programs: what should they teach? Personnel, 58(2) Mar.-Apr. 81, p.60-70.

DUBEY, J.P. Rural banking institute: plan for training executives. Economic Times, 31 July 81, p.5.

KHAN, IRSHAD H. (Pakistan Institute of Management, Karachi). Management training and development in public enterprises: some aspects of a regional workshop held at Karachi, Pakistan, in January 1981. Public Enterprise, 1(4) 81, p.68-71.

A regional workshop on Management Training and Development was held at Karachi from 10 to 15 January 1981. Areas of interest raised in the papers presented are summarised in this article. Twenty-one delegates from ten countries participated in the workshop.

KHAN, MOHAMMAD MOHABBAT and HABIB MOHAMMAD ZAFARULLAH. Public administration training in Bangladesh: an overview. International Review of Administrative Sciences, 46(4) 80, p.369-76.

The responsibility of imparting public administration training to different categories and levels of Public service personnel in Bangladesh lies with three institutions: Civil Officers' Training Academy, National Institute of Public Administration and Bangladesh Administrative Staff College. The purpose of this paper is to review the background of public administration training in the country and to evaluate the institutional arrangements in terms of goals and objectives, operational staff, clientele, programmes, techniques, performance evaluation, high-level support and technical assistance.

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UNEMPLOYMENT

DANIEL, W.W. Why is high unemployment still somehow acceptable? *New Society*, 55(957) 19 Mar. 81 p.495-7.

DAS, NABAGOPAL. Unemployment in India: census estimates upset planners. *Statesman*, 21 Aug. 81, p.-6.

MAHILINGAM, N. Comments on educated unemployment: the Indian scene. *Indian Review of Management and Future*, (2) 81, p.31-2, 38.

NANJUNDAPPA, D.M. and M.A. SREENIVAS. Employment and unemployment in Karnataka. *Indian Economic Almanac*, 1(3) July-Sept. 81, p.31-44.

UNEMPLOYMENT, RURAL

BAIG, MURAD ALI. Rural unemployment: an alternative strategy. *Economic Times*, 18 Sept. 81, p.5.

UNIT TRUST OF INDIA

BHADVIYA, ANANT. Unit Trust of India: sixteen years of its achievements. Lok Udyog, 15(2) June 81. p.25-8.

U.K.—ECONOMIC POLICY

MINFORD, PATRICK and DAVID PEEL. Is the Government's economic strategy on course? Lloyds Bank Review, (140) Apr. 81, p.1-19.

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HALIM. MOHAMMED ABDUL. Voting problem in the United Nations. Politics, Administration and Change, 6 (1) Jan.-June. 81, p.51-60.

URBANIZATION

AUDISESHAIAH, K. Urbanisation in India: a lop-sided development. Asian Economic Review, 21 (1-3) Apr. Aug. and Dec. 79, p.73-84.

BUCH. M.N. Towards a human settlement policy: alternatives and options. Urban India, 1(1) Sept. 81, p.17-22.

HARIHARAN, A. Afraid of urbanization ? Hindustan Times, 14 Aug. 81, p.9.

PRASAD. A.R., S.S. PRASAD and R.R. KRISHNA. Trends in urbanization in Telengana region of Andhra Pradesh. Civic Affairs, 28 (10) May, 81 p.13-14.

RAKESH MOHAN. Urban policies and growth trends. Urban India, 1(1) Sept.81, p.9-16, 22.

VILLAGE PANCHAYATS

BASU, A.K. (Univ. of Burdwan). State-panchayat relations in West

Bengal. Quarterly Journal of the Local Self-Government Institute, 51 (4) Apr.-June 81, p.208-14.

One of the principal dilemmas in Indian politics is presented by the need to develop local bodies as autonomous units engaged in development based on local participation on the one hand, and on the other, the compelling demands of a centralizing state which must necessarily impose its will on all institutions in pursuit of national plans. In India the situation is made more complex and difficult by the fact that the local bodies and their leaders have not exactly covered themselves with glory. Dr. Asit Kumar Basu presents the various issues arising out of State-local bodies relations with specific reference to West Bengal. He succinctly analyses the various modes of control-administrative, fiscal, political—exercised by the state government over the panchayats. While admitting that the forces of regression are strong in the rural areas, leadership is not very efficient and people are often apathetic, Dr. Basu makes a strong plea to encourage local institutions to take initiative and make progress. Unless the local bodies are gradually freed from tutelage of the state government, they will never be motivated to improve. However, he does not believe that controls should be removed. Controls are necessary, but they should be exercised with restraint, imagination and with the view to help rather hinder the work of the local bodies.—*Reproduced.*

BHARGAVA, B.S. and V.N. TOR-GAL. (Institute of Social and Economic Change, Bangalore). Factionalism: a study of a panchayat in Karnataka. Quarterly Journal of the Local Self-Government Institute, 51(4) Apr.-June 81, p.242-50.

Factionalism is popularly used in a pejorative sense to characterize some

of the seamy features of politics. However, a student of political behaviour sees in factions possibilities of both functional and dysfunctional roles. Factions can play a positive or progressive role when they help to loosen the hold of traditional and conservative leadership on the levers of power. They open new avenues to power to such groups as were denied any access to seats of power. However, factions can also play a regressive role. They can bring administration almost to a halt. They may give greater importance to trivial issues rather than work to tackle the more fundamental and urgent problems. Messrs. B.S. Bhargava and V.N. Torgal in the following study have analysed the role of factions in a panchayat in Karnataka; their study, based on empirical research, shows both the negative and positive aspects of factionalism.—*Reproduced.*

NARAYANA RAO, K.V. and N.Y. NAIDU. Panchayati raj finances in West Bengal. Rural Development Digest, 4(2) Apr. 81, p.145-89.

NARAYANA RAO, K.V. and K.B. SRIVASTAVA. Panchayat raj finance corporations in Uttar Pradesh and Bihar. Rural Development Digest, 4(3) July 81, p.261-93.

SAH BHUWAN LAL. (Kumaun Univ., Nainital) Panchayat leadership and political consciousness among the masses. Quarterly Journal of the Local Self-Government Institute, 51(4) Apr.-June 81, p.251-60.

Leadership is as vital an input as any in the process of development. One of the principal reasons for our slow and tardy development is the absence of effective and committed leadership. In a field survey carried out in eleven panchayats in Almora District, U.P., Professor Bhuwan Lal Sah reveals the persistence of old-style leadership which has failed to enthuse the people to actively participate in developing

their villages. People are not totally unaware of the defects and shortcomings in their leaders. However, traditional habits and attitudes die hard, and these leaders do continue to exercise power in the absence of any viable alternative. Professor Sah has made certain relevant suggestions to improve the quality of leadership in this area. These may be found useful for other areas too.—*Reproduced.*

VITAL STATISTICS

BANISTER, JUDITH and SAMUEL H. PRESTON. Mortality in China. Population and Development Review, 7(1) Mar. 81, p.98-110.

PALLONI, A. A review of infant mortality trends in selected underdeveloped countries: some new estimates. Population Studies, 35(1) Mar. 81, p.100-19.

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WATER WORKS

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WOMEN--EMPLOYMENT

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HEGGADE, O.D. Pattern and level of women employment: need for comprehensive policy. *Integrated Manage-*

ment, 16(1-3) Jan.-Mar. 81, p.33-45.

SINHA, N.N. Labour legislation and women employment in India. *Indian Labour Journal*, 22(8) Aug. 81, p.1117-23.

WOMEN--LEGAL STATUS

SARADAMONI, K. Women and new social order. *Mainstream*, 20(1-5) Annual 81, p.111-14.

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BOOK NOTES

BHATTACHARYA, SIB NATH. Development of industrially backward areas : the Indian Style. New Delhi, Metropolitan, 1981. 301p. Rs. 95.00.

Though the importance of balanced regional growth has been emphasised in earlier plan periods, concrete steps to encourage industrial development in backward areas were initiated meaningfully during the Fourth Five Year Plan period. Beginning with the identification of backward areas on the basis of the criteria indicated by the Pande Committee, a number of concessions were declared by the Government and financial agencies in view of the recommendations of the Wanchoo Committee. This book is an attempt to study the nature and problems of backward areas and examine the plans and programmes for their development. The study examines the difficulties the backward areas have faced and the ordeals that lie in store ahead.

BRINKMAN, RICHARD L. Cultural economics. New Delhi, Heritage, 1981. 432p. Rs. 150.00.

Culture constitutes a key concept to be understood in analysing and explaining the economic process. Substantively, what experiences growth and development in the dynamics of economic evolution is culture. However, culture does not stand still but evolves and is transformed over time. This study is an attempt to conceptualize and explain economic phenomena in the context of general culture evolution.

CAIRNCROSS, SANDY. Evaluation for village water supply planning, by S. Cairncross and others. Chichester, John Wiley, 1980. 179p. \$ 19.25.

In most of Asia and Africa the proportion of villages with any form of modern water facility is less than one fifth. At any one moment, one third of all improved rural water supplies in poor countries are likely to be defective. It is against this background that this book has been written with three major objectives in mind. The main objective is to convince decision makers that, before they rehabilitate sub-standard supplies or before they use scarce resources to construct and operate new supplies, it is worthwhile studying existing schemes from the perspectives set out in this book. The second objective is to convince the specialist health workers, engineers, economists, administrators, and others that they need to use each other's skills if maximum progress is to be made in this area. The third objective is to assist in the preparation and execution of an appropriate evaluation programme and to give support to those attempting to obtain the necessary resources to carry out an evaluation.

CERNY, PHILIP G., ed. French politics and public policy, ed. by P.G. Cerny and Martin A. Sehai. London, Frances Pinter, 1980. 300p. \$ 30.60.

This book examines the way that the French State actually works, looking at the party political environment, the social context of political power, actual processes by which decisions are made and implemented, and at the substance of public policy, the issues and issue-areas which it involves, and the different levels of policy from local politics to foreign policy. The original contributions in the book include studies of the role of economic policy in party politics, the higher civil service, recent trends in national economic planning, the problem of centralisation and decentralisation in decision-making, trade unions, the Communist Party in local government, the decline of the peasantry as a political force, and the interaction of economic and ideological goals in foreign policy.

CHELLAPPA, D. Economic stability *versus* crisis : a comparative study of the economies of the socialist and capitalist countries. New Delhi, Sterling, 1981. 128p. Rs. 35.00.

The newly emergent states in Asia, Africa and Latin America who have attained their *de jure* sovereignty have to make a crucial choice of introducing planned economic development in the socialist manner of operation or imitating the capitalist structure of growth. Many nations have made their choice one way or the other but quite a few are trying to evolve their own modified version of economic and development planning. This book makes an intensive study of a lot of facts and figures relating to the Western capitalist world and the socialist community especially the USSR in an attempt to prove that the capitalist West for all her advancement in science and technology and material standards cannot rid herself of the inherent contradictions of the system including periodic crises, instability and unemployment.

CHOPRA, R.N. Evolution of food policy in India. Delhi, Macmillan, 1981. 322p. Rs. 125.00.

This book deals with the evolution of food policy in India from pre-Independence time to the present day. Beginning with the vicissitudes of the Bengal Famine in 1943, the book traces in detail the food policy from the early years of Independence, through the Grow More Food campaign, the imports of PL 480 and their impact on the Indian food policy, the Foodgrains Enquiry Committee Reports of 1957 and 1966, the impact of the Green Revolution, the Wheat Takeover in 1973 and its failure, to the present status of a surplus food producing country. In a separate section on present-day problems, the book deals with the vexed question of foodgrains price policies, procurement and distribution arrangements, surplus buffer stocks and its implications, the need for the modernisation of agriculture and chalks out a plan of action for the growing needs of the future. In the end twenty-one statistical tables are presented.

DIWAN, PARAS. Union-state fiscal relations: an overview. New Delhi, Light & Life, 1981. 290p. Rs. 85.00.

In the fiscal system that the Constitution enshrines, the Union is assigned the major role of tax-collector and resource distributor. The Constitution visualizes transfer of resources through three agencies. The Finance Commission transfers resources for non-plan purposes. The Planning Commission, the extra-constitutional agency, looks after the Plan allocations of funds. The Union Government gives grants to states for specific purposes. As a result the states have been depending, year after year, more on the devolution of resources from the Union than on their own mobilization. The states do have a point when they assert that they have nothing much to mobilize and if some real fiscal autonomy is granted to them, they can do much better. This study is an attempt to examine this spectrum of the Union-States fiscal relations from political, economic and legal aspects. It also includes an analysis of the Report of the Seventh Finance Commission and references to the Sixth Plan and the Annual Plan of 1980-81 as far as these are relevant to the Union-State fiscal relations.

FIELD, JOHN OSGOOD. Consolidating democracy: politicization and partisanship in India. New Delhi, Manohar, 1980. 383p. Rs. 100.00.

This book is about popular politicization in India, its dynamics and significance for the consolidation of democracy. Using a rich body of data derived from a national sample of the Indian adult population, the analysis reported here probes the origins of politicization in Indian society and attempts to learn what this ferment means for the political system. The data summarize the political perceptions, attitudes, and reported behaviours of more than 2,500 men and women in four states. This study is concerned with the differential receptivity of people in India to the political system which "modernized political elites at the higher level" have introduced throughout the country. The focus is explicitly on the people's response to two critical institutions of democratic politics: political parties and competitive elections. The book is based on the original manuscript completed, as a doctoral dissertation for Stanford University, in 1973. There is a 21-page bibliography.

FOOD AND AGRICULTURE ORGANISATION OF THE UNITED NATIONS. Agriculture manpower planning, training and utilization, by Institute of Applied Manpower Research, New Delhi. Rome, FAO, 1978. 175p.

Initiated at the instance of the FAO, the Institute of Applied Manpower Research in 1975 carried out a study of the interrelationships between the agricultural development progress and public services provided for agricultural development in India. This report is the outcome of that study. It aims at bringing out: (1) the structure of the Indian Agricultural system and the factors inhibiting the development of Indian agriculture; (2) the types of public support available for agricultural development process and the inadequacies of the supporting arrangement for sustaining a desired pattern of agricultural development; and (3) the organisational changes and consequent changes of educational and training requirements of manpower, both qualitative and quantitative, necessary for supporting continuous technological development in agriculture in the desired direction.

GOPI, K.N. Urban growth and industrial locations. New Delhi, Oxford & IBH, 1980, 78p. Rs. 20.00.

The close relationship between manufacturing activity and the growth dynamics of large metropolitan centres is well recognised. The concentration and growth of manufacturing activity have been the motive forces behind urban growth dynamics in modern times. This book is an attempt to relate industrial locations with urban growth process. The study, while focusing on the problem of urban growth and industrial locations, has paid considerable attention to other related and pressing problems like housing, urban land value, etc. Besides, the work has dealt with some of the most pressing planning and development problems of Metropolitan Hyderabad, such as the decay of the old city, haphazard growth, lack of a land policy for housing and growth of slums.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.
Agricultural price management in Egypt, by William Cuddihy. Washington, D.C., IBRD, 1980, 164p.

Control over prices of farm products and inputs has been an important part of Egypt's development strategy during the past 25 years. This study brings together the available material to see if price controls and other interventions are reaching the targets for which they have been designed and measures the opportunity costs of the programme. By 1976, the effects in terms of regressive income transfers, distorted cropping patterns, investment diversion, reduced technology diffusion and internal incompatibility between parts of the programme had become evident. Its complexity become a major impediment to policy restructuring. This study catalogues the programme components and traces their effects ending with partial recommendations for change. This is World Bank Staff Working No. 388.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Estimating total factor productivity growth in a developing country, by Anne O. Krueger and Baran Tuncer. Washington, D.C., IBRD, 1980, 64p.

This paper studies the sources of growth from the supply side in Turkish manufacturing over the period 1963-1976. The empirical analysis is based on data on output and factor inputs, at the two-digit industry level including eighteen manufacturing industries. The major findings are that: there is (1) a secular declining trend in productivity growth over the period due perhaps to the continuing reliance on an import substitution development strategy, (2) periods of especially low productivity growth are (roughly) those in which there were especially restrictive foreign exchange controls, (3) the public sector had a higher rate of total factor productivity than the private sector although it was absolutely less efficient, and (4) there was no pronounced tendency for import substitution industries to have higher total factor productivity growth than more traditional industries. This is World Bank Staff Working Paper No. 422.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Income inequality and poverty: methods of estimation and policy applications. by Nanak C. Kakwani. New York, Oxford Univ. Press, 1980, 416p.

Prof. Tinbergen's study "Income distribution: analysis and policy", (1975) provided the first thorough and systematic treatment of alternative theories of the size distribution of income. This study can be treated as a complement to that book. It deals with income distribution methods and their economic applications; appropriate techniques developed to analyse the problems of size distribution of income using actual data; and the use of these techniques in the evaluation of alternative fiscal policies affecting income distribution. The study focuses on the following issues: (a) income distribution functions, (b) measurement of degree of income inequality, (c) government policies affecting personal distribution of income, and (d) measurement of poverty. Apart from a number of statistical tables there is a thirteen-page bibliography.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Monitoring rural development in East Asia, by Guido Deboeck and Ronald Ng. Washington, D.C., IBRD, 1980, 91p.

This paper presents the results of discussions during an eight-day workshop on monitoring and evaluation of rural development projects in East Asia and Pacific. Held at Kuala Lumpur in December 1979, the workshop was attended by over thirty project managers and monitoring evaluation staff from seven countries, as well as members of the Bank Staff and representatives of international agencies. The discussions concentrated on the topics of expectations and disillusion about monitoring, data collection and analysis, presentation of results, staff and resources requirements, the role of consultants, and use of external expertise for monitoring. This is World Bank Staff Working Paper No. 439.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Population and poverty in the developing world, by Nancy Birdsall. Washington, D.C., IBRD, 1980, 97p.

This paper analyses the association between poverty and rapid population growth. In addition to reviewing the current demographic situation and the future outlook for population growth, it considers the following questions. What are the effects of rapid population growth on economic growth and income distribution? How does family size affect the health, educational status, and income of individual family members? To what extent and how, do low income, poor health and a lack of education cause high fertility? Is the provision of family planning services an end in itself, as well as a means of fertility reduction? How effective and economical are improvements in health and education as a way of weakening the vicious link between poverty and high fertility? This is World Bank Staff Working Paper No. 404.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Poverty and growth in Kenya, by Paul Collier. Washington, D.C., IBRD, 1980, 76p.

Chapters 1 and 2 of this paper provide an empirical investigation of trends in poverty and income distribution in Kenya between 1963 and 1974, differentiated by region and occupation. Chapter 3 provides a framework for explaining these trends in terms of the pattern of growth, and in particular emphasizes the two way rural-urban interactions which largely explain the 'Spread' effects of growth in Kenya. Chapter 4 derives some policy conclusions on how future growth could be made to yield even higher degrees of poverty redressal. This is World Bank Staff Working Paper No. 389.

INTERNATIONAL LABOUR OFFICE. Basic needs, poverty and government policies in Sri Lanka, by Peter Richards and Wilbert Gooneratne. Geneva, ILO, 1980. 176p. Swiss francs 17.50.

Sri Lanka has for many years pursued welfare policies which have distributed health care, education and subsidised food to rich and poor alike. However, side by side with these welfare policies have gone a slow rate of economic growth and an alarmingly high rate of unemployment. This juxtaposition has often created the suspicion that welfare policies and fast growth are incompatible, that the one starves the other of funds or sets up a perverse system of incentives. In this study the authors find the arguments for a trade-off between welfare and growth unconvincing. Welfare policies had some negative and some positive effects on growth and employment. But of more importance in explaining Sri Lanka's performance have been various factors peculiar to the country. This study investigates whether Sri Lanka's welfare policies have truly reached the bulk of the underprivileged and how these policies have impinged upon the nature of traditional society. It also focuses on the alleged 'trade-off' between welfare and economic growth and asks whether different policies might not have secured equal progress in both fields.

INTERNATIONAL LABOUR OFFICE. Planning for basic needs in Kenya: performance, policies and prospects, by Dharam Ghai, Martin Godfrey and Franklyn List. Geneva, ILO, 1979. 166p. Swiss francs 20.00.

The performance of the Kenyan economy since independence in December 1963 has been impressive in many ways. In particular, the rate of growth has been fast and certain changes in the structure of the economy have taken place. The central theme of Kenya's 1979-83 Development Plan is poverty alleviation and meeting the basic needs of the people. This study discusses how the basic needs approach to development may be translated into an operational strategy and concrete policies in the context of a national setting. After a broad review of Kenya's development experience since independence and an assessment of the progress made with respect to employment creation, poverty alleviation and meeting of nutrition, housing, health, education and water needs, the study analyses the processes underlying the persistence of problems in these areas. The targets and policies proposed in the new plan are then reviewed in the light of this analysis and within the conceptual framework of a basic needs strategy. The study goes on to consider the potential of

some selected programmes and policies, to meet the plan objectives and targets. The concluding chapter on implementation discusses issues of organisation, monitoring and evaluation, political feasibility of proposed shifts in policy.

INTERNATIONAL LABOUR OFFICE. Rural women: unequal partners in development, by Martha Fetherolf Loutfi. Geneva, ILO, 1981. 81p. Swiss francs 12.50.

Rural women are the most silent participants in the economic life of developing countries. In virtually all societies women work longer hours than men for smaller rewards. In general, women still possess less education and training than men and what they do is less suited to the labour market. Third world rural women in the lower classes and castes are most disadvantaged in that their work is the hardest and yet the least rewarded. Some of the factors which sustain this, and those which could sustain an improved reality, are the subject of this study. This monograph draws together the principal themes arising with respect to rural women's work, while also discussing some general realities concerning women in all societies. It aims to place official policies in perspective as well as indicate constructive directions. There is a five-page select bibliography.

JAHAN, ROUNAQ. Bangladesh politics: problems and issues. Dacca, Univ. Press, 1980. 225p. Rs. 53.75.

This is a collection of articles written over the last ten years. They provide an in-depth analysis of many strands of the history and politics of Bangladesh, to show how in the last forty years the country has undergone cyclical political changes, from rule by the political elite to rule by the civil-military bureaucratic elite. The author discusses the political dimensions of independence in the Asian context and goes on to examine how coup d'états are made to appear a logical mode of change of power among contending political, and civil-military bureaucratic elites; how Asian nationalist leaders flout their pledge to achieve liberal democratic values; how elections are used to legitimise regimes rather than as mechanisms to determine majority rule; how ruling elites defend their policies and actions claiming monopoly of wisdom, virtue and patriotism, how the efforts of perpetuating the power of regimes have resulted in the 'privatization' of governments and how factionalism and charismatic leadership have hampered institution building.

JAIN, D.K. Project planning and appraisal in planned economy: the Indian context. New Delhi, Uppal, 1981. 207p. Rs. 75.00.

Though there is considerable literature on project planning, formulation, etc., there is an extreme dearth of literature on similar exercise for a planned economy. In a planned economy, like India's it is extremely essential to view the project in the national planning framework (Five Year Plans) from where the shortages and scarcities, inter-industry linkages, priorities for investment and areas of heavy government investment directly emerge. Broadly it is with this view that this book has been written. Lately, the

concept of social cost-benefit analysis has been catching on particularly with the public administrators and managers in the public sector. This has also dealt with in detail in this book. Case studies have been chosen to illustrate the concepts.

JOSHI, NAVIN CHANDRA. Indian rural economy (perspectives and prospects). New Delhi, Young Asia, 1980. 331p. Rs. 64.00.

This book deals with various issues like agriculture, industry, infrastructure, rural banking, employment, poverty, and community development in India's rural economy. These issues are dealt with in detail for a clear understanding of the dimension of problems and the pragmatic approach for their solution. A strong plea is made for optimising developmental resources in rural sector. One of the appendices presents the speech of President Julius K. Nyerere of Tanzania, delivered at the World Conference on Agrarian Reform and Rural Development held at Rome in July 1979.

MAHESHWARI, SHRIRAM. Administrative reforms in India. Delhi, Macmillan India, 1981. 119p. Rs. 50.00.

India has been engaged in improving and invigorating her administration since independence. An analysis of these efforts and actions constitutes the theme of this study. The administrative reform efforts are examined in five phases: 1947-54, 1954-64, 1964-66, 1966-70, and 1970 to the present day. Each phase is discussed in detail and its dominant features highlighted. This is followed by an analysis of the principal features of Indian attempts at administrative change and modernisation and of the thinking of the political parties on the question. The Indian experience of administrative reform as relevant to other third world countries is also discussed in terms of a conceptual framework. The last chapter sums up the process delineating the prerequisites of administrative reform in India.

MAL, DILIP KUMAR. Distribution of income and wealth in India during five year plans. Calcutta, Firma KLM, 1981. 199p. Rs. 28.00.

The aim of this study is to examine in detail whether the disparity in income and wealth has increased and also to examine the problem from different angles. The period covered is 1950-51 to 1979-80 as that period has witnessed the operation of planned development efforts. Taking per capita consumption expenditure as a better indicator of income distribution the author finds that there has been a relative deepening of poverty. He seeks to integrate, interrelate and interpret the empirical data to come to tentative conclusions regarding the degree of inequality in income and wealth in India in the plan period and changes in the degree of inequality over time. The problem of inequality of income and wealth both in the rural and urban sectors, has been discussed and analysed. An earlier version of this book was presented for the degree of Ph.D. in Jadavpur University in 1974. There is a fourteen-page bibliography.

MORGAN, W.B. Agriculture in the third world: a spatial analysis. Boulder, Colorado, Westview Press, 1978. 209p. \$ 40.63.

The aim of this book is to provide a bridge between agricultural development theory and the reality of the agricultural practice in Third World. It identifies economies at a low level of development which are associated with distinctive forms of agricultural activity, and explains their pattern at different scales—world, nation, village, and farm. Most aspects of Third World agriculture are reviewed together with the prospects for improvement, with special emphasis on agricultural economy and spatial organisation. Agricultural innovation is markedly location specific, and the author shows how an appreciation of the diffusion of agricultural innovation is essential for an understanding of geographical distribution and the development process. Also presents a twenty-page bibliography.

NORCLIFFE, GLEN, ed. *Planning African development*, ed. by G. Norcliffe and Tom Pinfold. London, Croom Helm, 1981. 201. £ 11.95.

Various problems, hunger, poverty, underdevelopment and so on, manifest themselves in slightly different forms in African countries, but the basic problems are the same. As such, this book, which is concerned with Kenyan experience, has considerable relevance to development planning in all other African countries. The contributors have worked in Africa, mainly as members of a technical aid project advising the Government of Kenya, which was sponsored by the Canadian International Development Agency. The first four essays deal with policy issues relating to nutrition, marginal lands, the rural nonfarm sector and formal manufacturing. In very different ways they all address the question of rural development, which is undoubtedly Africa's highest development priority. The second group of essays considers issues in project planning and asks questions concerning cost, method, outcome and evaluation of various projects in Kenya.

NUKHOVICH, E.S. *Economic relations with the developing world : an analytical study of capitalist and socialist approaches*. New Delhi, Sterling, 1981. 112p. Rs. 35.00.

The countries that come to the assistance of the developing countries have a markedly different, almost counter-distinctive approach towards them. The author is of the view that aid policy of the West is of definite state monopoly character. The aid programmes are so devised that the basic interests of the Western finance capital are served, export of Western capital and commodities to the developing countries is promoted. In effect, it signifies the establishment of a new system of exploitation of the developing countries. As the awareness of the exploitative nature of Western aid grew, more and more developing countries began turning to the countries of the developed and socialist East, particularly to the Soviet Union. The purpose of this book is to analyse the fundamental confrontation between the two aid policies.

ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.

Managing information for rural development projects, by Nicolas Imboden. Paris, OECD, 1980. 97p.

Rural development figures prominently on the agenda of those involved in development efforts all over the world. This is justified by the number of people living in rural areas, in particular in the poorest developing countries, and the precarious conditions under which they live. The experience has shown that conceptual approaches need to be supported by practical tools if they are to make an impact in the field where implementation has encountered many obstacles. One such obstacle is the lack of the necessary information at the right time at the different levels of decision-making and the structural conditions and incentives to use the information. This book attempts to overcome that obstacle and outlines the structural conditions and incentives necessary for an effective use of the information.

OYUZI, WALTER OUMA. Rural development administration : a Kenyan experience. New Delhi, Nikas, 1981. 227p. Rs. 75.00.

The purpose of this study is to analyse the roles of the expatriate and the local personnel in the administration of rural development programmes in Kenya. The study focuses on a unique Programme popularly known as the Special Rural Development Programme. Tried in six different areas of the country between 1970-1976, it derived most of its resources, especially finances, from foreign donors. As would be expected in any programme that is externally financed, technical assistance personnel were associated with it right from its inception. But they were not alone. The planning and implementation was to be done in collaboration with the relevant Kenyan personnel both in the field and at the headquarters. The patterns of relationships that emerged in the interactive process and their effects on programme administration is the central concern of this study. In a sense it is a study of organisational conflict in the development process. Part of this work originally appeared as a Ph. D. dissertation completed in December 1972 for the University of Nairobi. The material presented is based on personal observations, interviews personally conducted, and perusal of relevant archives. Moreover there is a nine page bibliography.

PAPOLA, T.S. Urban informal sector in a developing economy. New Delhi, Vikas, 1981. 128p. Rs. 65.00.

The role and potential of the unorganised and informal sectors in the development process of a developing economy has been a subject of debate and discussion for a long time. Of late, the debate has become more alive with the emergence of a strong view-point that the development strategy focusing on these sectors could prove more effective in the generation of rapid and equitable growth of income and employment. This book using detailed data on informal sector of Hyderabad city makes an in-depth analysis of the role and problems of the small sector and its potential for employment and income generation. It provides a concrete data base on the extent, structure and functioning of the informal sector in an Indian city. While vividly bringing out the role and contribution of the informal sector in an urban economy, the study throws up evidence questioning the much advocated strategy emphasising this sector.

PATNAIK, S.C. Economics of regional development and planning in third world countries. New Delhi, Associated Pub. House, 1981. 177p. Rs. 70.00.

This book is a modest attempt to examine some of the growth theories, concepts, techniques and strategies in the context of the Third World situations. An effort is also made to develop an alternative strategy of development for the Third World countries. Development studies in general and regional studies in particular have ceased to be the concern of economists alone. Geographers, and planners including physical planners have also become involved in the process of recording and analysing socio-economic disparities both between regions and within regions and also in finding answers to them. The significance of their attempts have been enhanced by the efforts of the Governments to control and plan their economies as an integral part of national process of development. If government policy has to be effective, it is necessary to provide a sound understanding of why regional economic differences arise, how do they perpetuate and what strategies are needed within what types of spatial framework so that the growing economic divergences in the process of economic development can be reduced. The book is an effort to answer some of these questions in the Third World context.

RADIAN, ALEX. Resource mobilization in poor countries : implementing tax policies. New Brunswick, Transaction Books, 1980. 266p. \$ 19.95.

Money is the essence of contemporary government in both rich and poor nations. Financial resources have to be mobilized to satisfy the rapidly growing demands for spending. In the poorer nations this is especially pressing because they must deal with problems of poverty and development in addition to the normal functions of government. It is not the luxuries that their governments have to provide but the basics. The problems are urgent and the price of not fulfilling them can be heavy to the politician. Although the poor countries must resolve problems within the limits of poverty, they still have the same tasks of raising taxes, initiating administrative reforms, creating a viable political economy, and providing work and work incentives. Based on interviews with revenue officials from four countries, namely, Jamaica, Trinidad, Thailand, and the Philippines, and data gathered from many others, this book provides a detailed description of how tax policies are made and implemented in poor countries and shows how administrative constraints limit the ability of governments to mobilize financial resources through taxation.

SAU, RANJIT. India's economic development: aspects of class relations. New Delhi, Orient Longman, 1981. 121p. Rs. 40.00.

This book focuses its attention mainly on the dynamic relations among the ruling classes and on their consequences. It deals with some of the major contradictions of the Indian economy. Although the economic dimension has been highlighted here, it is understood that class relations encompass much more than simply economic matters. In this perceptive analysis of the consequences of our economic policies, the author points out that the laws of capitalism are fully at work and despite planning and other socialistic interventions by the government, poverty and unemployment have increased. These realities are examined in the context of Third World development in

formulating alternative policies to tackle the problems of hunger and poverty. Agrarian relations, official strategies, and their impact on production, employment, and class formation are discussed. A brief analysis of the present stagnation in agriculture and industry is followed by a discussion of the Third World's demand for the New International Economic Order.

SHARMA, R.K., ed. *Economics of Soviet assistance to India*. New Delhi, Allied, 1981. 167p. Rs. 30.00.

This book brings out through various articles by eminent economists the factors that have contributed to the rapid development and consolidation of multi-faceted Indo-Soviet economic cooperation. It describes in some detail the content, the character and the magnitude of assistance from the USSR, which has enabled India to set up big modern industrial complexes adapt the planning methods developed in the Soviet Union to Indian conditions and requirements and make headway in various spheres of the economy. In the appendix enterprises and projects of Soviet Indian cooperation are listed.

SINGH, SAKENDRA PRASAD. *Perspectives in Indian politics and administration*. New Delhi, Uppal, 1981. 156p. Rs. 60.00.

The need for development, distributive justice and participatory politics has been continuously emphasised by India's Five Year Plans. But many are the constraints operating against any positive moves in these desirable directions. The first part of the book highlights the directions of desired change, inherent and artificially erected obstructions thereto and possible steps to remove them so that we may move towards a better future at a faster rate. Development administration in general and bureaucracy in particular are supposed to be the agents of positive change in the Third World countries. Administrative efficacy has to be analysed and examined in terms of their operational dynamics.

This has been attempted in the second part of the book through three in-depth case-studies of different task situations. Bureaucratic resistance to change, inherent and environmental, forms the subject matter of the last chapter. All the chapters of this volume are research articles written during the last few years. However, most of them have been thoroughly revised and made up-to-date for this volume. There is a ninepage select bibliography.

SMITH, ANTHONY, ed. *Newspapers and democracy: international essays on a changing medium*. Cambridge, Mass., MIT Press, 1980. 368p. \$ 28.75.

This collection of thirteen original essays by scholars and journalists in the United States, Western Europe, and Japan addresses important question like future of modern newspaper, emergence of new technologies and media, relationship between state and the press, etc. The entire nexus of relationships within which the editorial practices of the newspaper have evolved is altering. This book is designed as a synoptic and international study that aims to answer a simple question: What is happening to the newspaper; is it dying or being reborn?

SNODGRASS, DONALD. R. *Inequality and economic development in Malaysia*. Kuala Lumpur, Oxford Univ. Press, 1980. 326p. £ 14.50.

The purpose of this book is to examine the origins, nature, extent and possible rectification of economic inequality (particularly ethnic-group related inequality) in Malaysia. The historical origins of inequality and social science theories of how such inequality arises and is maintained are reviewed along with evidence of their applicability to the Malaysian case. The extent of economic inequality around 1970 and trends during the period 1957-70 are examined. The efforts of the Malaysian Government to deal with economic inequality are analysed, and interim achievements under the New Economic Policy up to the late 1970s are appraised. The study concludes that Malaysia's post-1970 development strategy has both greater potential and greater inherent dangers than the pre-1970 strategy. Apart from statistical tables there is a twentyfive-page bibliography.

THIMMAIAH, G. Revenue potential and revenue efforts of southern states. New Delhi, Oxford & IBH, 1979. 100p. Rs. 50.00.

Mobilisation of financial resources for development has been an important objective of Indian fiscal policy during post-independence period. Though the performance of the Union Government in the field of mobilisation of resources through taxation has been impressive, it has been rather discouraging in the case of the State Governments. Though it is easy to conclude that the States have not made adequate efforts to mobilise resources, it is rather difficult to substantiate such a view without reference to the revenue potential of the States. In other words any tenable judgement relating to the revenue efforts of the States can be formed only with reference to their existing revenue potential. In this study sponsored by the Planning Commission, the author has estimated the revenue potential and revenue efforts of four southern States and one Union territory, namely, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu and Pondicherry, for the period of the Fourth Five Year Plan, by using the representative tax system approach. In addition to a seven-page bibliography, there is a list of "Published reports on research studies sponsored by the Planning Commission."

UNITED NATIONS. Pattern of urban and rural population growth. New York. UN, 1980. 175p. \$ 13.00.

This study carried out by the Population Division of the Department of International Economic and Social Affairs of the United Nations Secretariat, is designed to document and interpret the history population change in areas classified as rural and urban since the middle of the twentieth century. Research on trends and characteristics of urban and rural populations is a continuing component of activities in the Population Division. This study considers the following aspects of this subject: recent trends in urban and rural growth and in the rate of urbanization; components of change in urban and rural populations; the size distribution of cities and factors associated with city growth; occupational composition of the urban and rural labour force; the occupational roles of women in rural and urban areas; family composition in rural and urban areas; and rural/urban differences in age/sex distribution.

WILSON, RICHARD W., ed. Moral development and politics, ed. by R.W. Wilson and Gordon J. Schochet. New York, Praeger, 1980. 338p. \$ 24.95.

The relationship of moral development to politics has attracted a large and growing interest in the disciplines of political science, philosophy, psychology, and sociology. Though as a modern field of inquiry, moral development first matured in psychology, it has for centuries been of deep concern to political philosophers and more recently has attracted the attention of social scientists who work in the areas of political socialisation and political leadership. In fact, scholars in many diverse fields have long felt that their work relating to moral development ought to be better known by their colleagues in other disciplines. This book is an attempt to bring the work of such scholars together and more specifically, to address the question of the relevance of moral development studies for an understanding of politics. This collaborative volume has grown directly out of a Conference on Moral Development and Politics, organised by the editors and held at the Eagleton Institute of Rutgers University, April 13-15, 1978.

WISHWAKARMA, R.K. Urban and regional planning policy in India. New Delhi, Uppal, 1981. 214p. Rs. 75.00.

This is an attempt to outline the conceptual framework of development planning and identify some relevant concepts and definitions. The objectives and values of planning and development and the key issues in regional planning are explored. The description of the theory and practice in urban and rural development has been made with the historical background but in the current socio-economic context. The author has also thrown light on the development of strategies, techniques and approaches during the plan period. With its unified approach to development policy, the volume deals with subjects of topical interest in depth, beginning from conceptual framework of urban and regional planning policy, its theory and practice to basic policy issues, pertaining to urbanisation, regional development, urban informal sector, urban planning policy, urban planning techniques to management of urban growth, etc., within the confines of environment and social justice as the new facets of development policy. There is an eleven-page bibliography.

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DOCUMENTATION IN PUBLIC ADMINISTRATION

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sation of development planning and administration and the various forms that decentralisation can take. The problems of implementing policies in East Africa are summarized, and the essential financial and administrative resources and the political, organizational and behavioural conditions for making decentralisation work are described and analysed. Finally, the paper discusses implications for providing technical assistance to developing nations.

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This paper attempts to study the nature of bureaucracy and attitudes towards it in the Arabian Gulf area. Different theories of alienation are briefly reviewed to determine what kind of alienation, if any, the bureaucrats feel. To explore the extent of alienation a questionnaire was distributed among administrators of various institutions of higher learning in selected Arab Gulf States. This study is based on the responses to the questionnaire. Most of the Gulf bureaucrats indicated their powerlessness in terms of their inability to take action.

DAS, NABAGOPAL. The role of bureaucracy. Amrita Bazar Patrika, 26 Oct. 81, p.6.

Before independence and for the first few years after it, there was little interference in administration and nepotism and corruption were not so rampant as they are now. To some extent the officers are also responsible for the present deterioration. Most of them want to remain close to the seats of power. Unfortunately politicians expect total obedience from officers even when their orders violate propriety or established norms. This article is written against the background of the refusal to accept promotion by a senior IAS officer in the Bihar cadre.

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BUSINESS—SOCIAL ASPECTS

CHATURVEDI, T.N. (I.I.P.A., New Delhi). The civic context of private sector: issue of social responsibility. *Administrative Change*, 7(2) Jan.-June 80, p.171-81.

The industrial community itself has to realise not only the purposes and processes, but also the ethics of social responsibility. While there are certain common elements of social responsibility for all sections, there are certain specific ingredients more relevant to specific groups. These ingredients for businessmen and industrialists are analysed in this article.

CABINET SYSTEM

ALDERMAN, R.K. and J.A. CROSS. Patterns of ministerial turnover in two Labour cabinets. *Political Studies*, 29(3) Sept. 81, p. 425-30.

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The minister needs expert assistance to do justice to his charge. That is why the institution of Special Assistant has come into existence. The author has described the Special Assistant's delicate task, his capacity to do good as well as the corrupting temptations of being an important politician's confidante and has explained his duties, the heady attractions of the job and the hostility it incurs. Some examples are given to show that the Special Assistants have many achievements to their credit.

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CITY PLANNING AGENCIES

DATTA, ABHIJIT. (I.I.P.A., New Delhi) and B. CHAKRAVARTY: (Indian Institute of Management, Ahmedabad). Organizational framework for metropolitan planning and development: summary of findings. *Journal of the Institute of Public Administration*, 1(4) Jan.-Mar. 81, p.16-21.

The Indian Institute of Public Administration and the Indian Institute of Management, Calcutta, jointly took up a study which covered four metropolitan areas, namely, Calcutta, Delhi, Madras, and Bombay. All public organisations responsible for physical development were studied and a comprehensive check-list was prepared for collecting information on area delineation, the industrial milieu, evolution-role-effectiveness of the metro-authorities and the success of the public

authorities in mobilising resources for metropolitan development. The findings of that study are summarised in this article.

CIVIL LIBERTIES

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NOAM, ELI M. The valuation of legal rights. *Quarterly Journal of Economics*, 96 (3) Aug. 81, p.465-76.

TATE, C. NEAL. Personal attribute models of the voting behaviour of U.S. Supreme Court Justices: liberalism in civil liberties and economics decisions, 1946-1978. *American Political Science Review*, 75 (2) June 81, p.355-67.

CIVIL SERVICE

BUCHANAN, BRUCE. The. Senior Executive Service: how we can tell if it works. *Public Administration Review*, 41(3) May-June 81, p.349-58.

KHAN, AKHTAR ALI. (Aligarh Muslim Univ.). Towards a modified nation of civil service neutrality. *Administrative Change*, 7(2) Jan.-June 80, 216-25.

The traditional concept of civil service neutrality is analysed against the present practice in U.K., U.S.A., and India, and various grounds on which the traditional concept is challenged are discussed. Where an administrator has to be a focal person for initiating and sustaining systemic change, the concept of neutrality needs drastic revision. Some measures are suggested to secure the commitment of civil servants to the socialist, secular

and democratic values of our constitution.

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MENON, N.R. Selecting the foreign secretary. *Indian Express*, 12 Dec. 81, p.6.

ROSEN, BERNARD. Uncertainty in the senior executive service. *Public Administration Review*, 41(2) Mar.-Apr. 81, p.203-7.

SINHA, B.M. Public servants and pressures. *Hindustan Times*, 12 Dec. 81, p.9.

The A.K. Chatterjee episode in Bihar has emboldened civil servants in other States and in New Delhi. Along with the issue of commitment this article deals with interference by politicians and their hangers-on and contactmen in day-to-day administration. The troubles arise when the interference is made to serve some narrow interests. There is increasing pressure on public servants from their political bosses to produce quick results in violation of rules and regulations, to gain public support. Under such circumstances perhaps there is no possibility of public servants making any significant contribution to decision making. The race for promotion among public servants has become fierce today because of stagnation in civil services. As such for a fast rise up the ladder of promotion public servants are tempted to do whatever their bosses want.

TIWARI, MADHU NIDHI. Promotion in Nepalese civil service : an appraisal. *Public Administration Journal*,

3(1) May 80, p.25-30.

TUMMALA, KRISHNA KUMAR. (Mentana State Univ.). Higher civil service in India : 'commitment' or 'establishment'? Politics, Administration and Change, 6(2) July-Dec. 81, p.17-40.

The word 'bureaucracy' has acquired a rather pejorative connotation. Patterned after the British model, the Indian Administrative Service was designed originally to be neutral. But as the country embarked upon the developmental path, it was supposed that the bureaucrat instead of being a simple "transfer agent" should be a "change agent". Consequently, the concept of "committed bureaucracy" was suggested in early 70s in an attempt to transform bureaucratic behaviour. Commitment seems to mean an effort at injecting some passion and enthusiasm. Three possible options open in this context are discussed. They are : (1) The composition and structure of bureaucracy may be manipulated hoping for consequent behavioural changes; (2) Rigorous training may be imparted to alter attitudes; and (3) Coercion may be used to obtain compliance. The training courses at the Lal Bahadur Shastri National Academy of Administration and the Indian Institute of Public Administration are briefly reviewed. This research paper is based on data collected from two groups of civil servants. Group I consisted of 33 Deputy Secretaries in Central Secretariat and Group II comprised 21 IAS probationers. The changes in composition and training of the higher civil servants appear to be cosmetic rather than substantial. No attempts whatsoever have been made to indoctrinate the administrator in party mandate. The civil service has remained "bureaucratized" so far as the hierarchical aspect is concerned.

VENKATA RAO, K. The civil service : what changes it needs. Hindu, 13 Oct.

81, p.17.

CIVIL SERVICE AND LEGISLATORS

BOSE, AJOY. The bureaucrats at the crossroads. Hindustan Times, 6 Dec. 81, p.I.

KRANNICH, RONALD L. (Old Dominion Univ.). The politics of personnel management : Competence and compromise in the Thai bureaucracy. Hong Kong Journal of Public Administration, 3(1) June 81, p.32-55.

This paper analyses the politics of personnel management in the Thai bureaucracy. Its central thesis is that many routine personnel decisions, are extremely complex, unpredictable, and unstable because they deal with important political dimensions of organisational behaviour. Although personnel regulations and procedures are ostensibly designed to enhance organisational efficiency and effectiveness, they are often compromised to the politics of individuals and groups. Thailand has a separate unified municipal civil service system. Various personnel practices relating to the chief administrative position of municipal clerks are analysed in this article. Personnel management involves numerous decisions to recruit, train, transfer, and promote officials. Though competence and merit have been the major values stressed in improving municipal government, political considerations do play a compromising role.

SINHA, A.K. (Govt. of Haryana). The political factor in public administration in developing countries. Administrative Change, 7(2) Jan.-June 80, p.145-55.

In the last few decades, one of the important developments has been the active role, and a resultant distrust of the bureaucracy in politics. The political factor seems to have gained a predominant place in the total public

administration system. This paper is an attempt to examine the phenomenon of bureaucratic involvement in politics, the forms it assumes, its mechanics and dynamics, by analysing the emerging situations in the transitional Afro-Asian societies. Politicization of public Administration in developing countries has become a commonly observable phenomenon, and political neutrality at all three levels, namely, the top, intermediate, and grass-roots is at a great discount.

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Use of outside expertise by public institutions is increasing, but the contributions of management consultants to the smooth functioning of these institutions has not been invariably positive. Difficulties do arise due to a short circuit in the relationship between consultants and their bureaucratic clients rather than due to inappropriate

technology. It is argued that transactional analysis is the most suitable conceptual tool to overcome the problem of communication. An attempt is made to picture the relationship between consultants and bureaucrats in terms of transactional analysis.

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In India since independence, efforts have been made to adapt the institution of district officer to meet the needs of planned development and social change in a democratic framework. In June 1973, the Government of Bihar took a decision to bifurcate the development administration from the general administration in PR districts. But this useful experiment was abandoned in 1976-77. This paper is designed to analyse the structural changes brought about in the district administration in Bihar and to examine the circumstances which led to the restoration of the traditional role of the district collector.

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dard, 17 Nov. 81, p.5.

HAQUE, ASRARUL. Solving energy crisis—the right way. *Manthan*, 4(1) June 81, p.39-45.

JENNY, BEAT ALEXANDER. The financing of energy alternatives. *Development Dialogue*, (1) 81, p.47-62.

A proposal is made to establish an international surcharge, or fee, on consumption of petroleum and natural gas. The proceeds of the fee would be put at the disposal of the international community to finance alternative energy development in oilimporting Third World countries. The burden of the fee would be carried by consumers in all countries. The modalities of collection, control and distribution of the proceeds would be established in an international convention which would spell out the programme of operations as well as the rights and obligations of those member states which consent to be bound by the convention. The convention would not have to await universal consensus and adoption before its operations come into force. It could be drawn up in such a way that it becomes operational when a limited number of producer and consumer countries, representing a significant amount of petroleum and natural gas, have adopted it. Other countries could join the convention at a later stage, as and when they see fit. —*Reproduced*.

ENVIRONMENT

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EXECUTIVES

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MERCER, GORDON E. and WILLIAM WAUGH. Public executives : actualization and conflict approaches. *International Journal of Public Administration*, 3(3) 81, p. 313-30.

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Pay-scale is considered as one of the important factors affecting motivation and mobility of personnel. This paper deals with comparative remuneration policies of Public and Private Sector Enterprises for different levels of officers. A critical examination of Payscales vis-a-vis level of officers in both these sectors reveals that though the public sector has a rationalised pay structure with considerable uniformity within the sector, there are certain variations in the cases of junior and middle level executives which need to be removed. On the basis of this sliding, the author suggests that the present limit of paya

for the top level executives in the public sector may be raised keeping in view the responsibilities they are to shoulder in the present day context.—*Reproduced.*

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Public sector enterprises have not bothered to develop their own managerial cadres. The Chief executives who depend on New Delhi for major decisions, are often seen in the corridors of administrative ministries. Adhocism, favouritism, pulls, and pressures have aggravated the overall mismanagement. There cannot be any scope for professionalism in the atmosphere of mistrust and suspicion which permeates the Public sector today.

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FARM PRODUCE—TRANSPORTATION

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economy. Hindu, 12 Dec. 81, p.8.

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Contents : Good and nutritious food for all, by Kamla Prasad; Providing food for India's millions; Need for a new agricultural policy, by Navin Chandra Joshi; Indian agriculture in 1980s, by S.K. Awasthi; Role of agro-industries in development, by Badar Alam Iqbal; Family welfare programme in India.

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SENGUPTA, SUDHIR R. FERA and foreign companies. Economic Times, 17 Dec. 81, p.5; 18 Dec. 81, p.7.

FREEDOM OF INFORMATION

SIEGHART, PAUL. Information, technology, law on human rights. Review, (26) June 81, p.57-68.

GANDHISM

JHA, AKHILESHWAR. Gandhi taken over by intellectuals. Times of India, 2 Oct. 81, p.8; 3 Oct. 81, p.6.

GOVERNMENT AND BUSINESS

BIRLA, ADITYA V. Private sector and government policy. Capital, 187(4679) 9 Nov. 81, p.27-9.

The strength of a country lies in its

industrial power. India is the 10th largest industrial country in the World. In spite of all the raw material reserves and man-power resources we are lagging behind in different spheres. We must unshackle the limitations, which are self-imposed, and holding us back. One classical example of our small and narrow vision is the MRTP Act. The government by its policies has concentrated in its hands all the financial resources. The private sector is slowly becoming a government debtor and loosing its identity, because of the continuously increasing shareholding by government financial institutions. It is suggested that the spirit of entrepreneurship should be aided, encouraged and nurtured and not stifled.

COLLINS, PAUL D. The management and administration of parastatal Organizations for the promotion of indigenous enterprise: a West African experience. *Public Administration and Development*, 1 (2) Apr.-June 81, p.121-32.

GOPINATH, C. (Binny Ltd. Madras). Business and government in India: an uneasy relationship. *Indian Management*, 20 (10) Oct. 81, p.7-11.

Today, both business and government look at each other with suspicion from two sides of the fence. Anomalies in policy and implementation abound in the economy. Lack of coordination between various agencies creates further confusion. Moreover there are sufficient contradictions in Indian Society to let such confusion thrive. Some measures are suggested for the improvement in the situation.

PRESTON, LEE E. California Management and public policy. *California Management Review*, 23 (3) Spring 81, p.56-62.

STIKKER, A. and F.J.H. VAN WOER-

KOM. The development of Dutch industry in relation to government policy measures and plans. *Planning and Development in the Netherlands*, 12 (2) 80, p.146-83.

GOVERNMENT BONDS

WEBB, D.C. The net wealth effect of government bonds when credit markets are imperfect. *Economic Journal*, 91 (362) June 81, p.405-14.

GOVERNMENT ENTERPRISE

AHMED, ZIA U. Financial profitability and losses in public enterprises. *Public Enterprise*, 2 (1) 81, p.8-21.

CARVALHO, GETULIO. The role of the public sector in Brazil. *Public Enterprise*, 2 (1) 81, p.31-40.

CHAWLA, S.K. Managerial problems of public sector undertakings. *Defence Management*, 8 (1-2) Oct. 81, p.52-60.

The central theme of this paper is that the bulk of the management problems are external to the public sector undertakings. They are categorised as: (1) Problems inherent in the concept of public enterprise, (2) Problems arising due to the characteristics of Indian society, and (3) The management gap.

CHIRAYIL, T.J. A role for the community in the healthy growth of public sector undertakings. *Lok Udyog*, 15 (5) Aug. 81, p.29-32.

DAKSHINAMURTHY, D. and G. PRASAD. (Nagarjuna Univ.) Changing structure of finance in the government corporate sector in India, 1961-78. *Lok Udyog*, 15 (6) Sept. 81, p.7-20.

An attempt has been made in this paper to review the structural changes that had taken place in the sources and

uses of funds in Government Corporate sector in India during 1961-78 and to suggest the appropriate ways of augmenting and utilising the internal and external sources of funds during the Eighties. The Basic data source has been the Reserve Bank of India's studies on 'the Finances of Government Companies' published from time to time. From an analysis on the sources of funds it is observed that not only the government companies depended more on external sources as against the internal sources, their dependence on the external sources has been increasing still over the years. Of the external sources, trade dues contributed the major share followed by borrowings and fresh issue of equity capital. Of the internal sources, depreciation turned out to be significant, though its importance has been reduced during seventies due to inflation. The analysis on the uses of funds has revealed that capital formation in Government corporate sector, particularly investment in gross fixed assets, has been declining over the years.

With a view to reduce the dependence of the government enterprises on the exchequer, it is suggested that public enterprises be permitted to enter the capital market; inspired to tap the public savings through public deposits and encouraged to enhance the internal sources through appropriate price and depreciation policies. Further, the public sector undertakings are required to increase their rate of capital formation and manage working capital efficiently during Eighties in order to increase their rates of return.
—Reproduced.

HEALD, DAVID and DAVID STEEL. The privatisation of U.K. public enterprises. *Annals of Public and Co-operative Economy*, 52(3)July-Sept. 81, p.351-67.

KIDWAI, WARIS RASHEED. Public

sector and self-reliance. *Mainstream*, 20(16) 19 Dec. 81, p. 13-16.

KRISHNA KUMAR. Problems of internal change agent in public sector. *Indian Management*, 20(12)Dec. 81, p.28-31.

GOVERNMENT ENTERPRISE— FINANCE

LUMBY, STEPHEN. (London School of Economics and Political Science). New Ways of financing nationalized industries. *Lloyds Bank Review*, (141) July 81, p.34-44.

Many of the nationalised industries in U.K. are in poor economic and financial shape. There are criticisms about disillusioned management, political interference, and methods of raising investment capital. The purpose of this article is to bring together some of these criticisms and formulate a possible approach to the problem of nationalised industries' financing and their resulting capital structures. The author hopes that the proposed solution may lead to improvement in the financial and economic performance.

MAHESHWARI, B.L. State level public enterprises: issues of autonomy and performance. *Economic and Political Weekly*, 16 (48) 28 Nov. 81, p.M. 165-71.

This paper describes the evolution and nature of state level public enterprises (SLEP) in India and discusses some of the salient issues of strategy, structure and performance of these enterprises. It seeks to show that the SLEPs are different from the Central public enterprises in terms of their environment, size, strategies, management processes and performance and, therefore, deserve special attention from students of public enterprises. It pointedly draws atten-

tion to the paucity of even factual information about the SLEPs and the many glaring contradiction even in official and semi-official accounts regarding such elementary data as the total number of such enterprises in various states.

Its findings are that while huge financial and human resources have been invested in various SLEPs and important tasks of social and economic development have been assigned to them, their overall performance has been far below expectations. One of the important causes for such failure is political and bureaucratic intervention in operational matters. —*Reproduced.*

MALLON, RICHARD D. (Harvard Univ.) Performance evaluation and compensation of the social burdens of public enterprise in less developed countries. *Annals of Public and Cooperative Economy*, 52 (3) July-Sept. 81, p.281-300.

Low or negative profitability can be and is often justified by the extra cost of social burdens imposed on public enterprises by government. For performance evaluation the author has proposed an organisational behaviour approach focused on strategy and structure, combined with the analysis of methods for compensating public enterprises for their social burdens. The issue of how much to compensate firms for their social contributions is discussed.

MAZZOLINI, RENATO. Strategic decisions in government controlled enterprise. *Administration and Society*, 13(1) May 81, p.3-31.

MDAGHRI, DRISS ALAOU. The limits of state control over public enterprises in Morocco. *Public Enterprise*, 2(1) 81, p.41-52.

MISHRA, R.K. and S. RAVI-SHANKAR, Organisation development in public sector. *Indian Management*, 20(11) Nov. 81, p.23-5.

MONGA, M.L. and ASHOK MAGGU. (Xavier Labour Relations Institute, Jamshedpur). Quality of work life: a study of public sector in India. *ASCI Journal of Management*, 10(2) Mar. 81, p.115-37.

The perception of organisational members about various organisational parameters determines significantly their commitment to organisation and work. This exploratory paper attempts to find out the quality of work-life's influence on the individual and organisational health of the public sector in India. It concludes that the quality of work-life in the Indian public sector is poor and there exists a significant gap between what the managers expect and what they have. It thinks that there is too much bureaucratisation, rule-orientation and adherence to traditional management styles.—*Reproduced.*

RELE, SUBHASH J. Public sector: plaything of politicians. *Eastern Economist*, 77(21) 20 Nov. 81, p.988-90.

Most of the deficiencies of public sector can be stressed to unscientific management. A manager in the public sector finds himself shackled by uncalled for bureaucratic rules, procedures and precedents, which according to author, leaves him no room to manoeuvre. The recent trend of owing loyalty to politicians than to the organisation has added to the woes of the professional manager, and he has become a pawn in the hands of his political bosses. The author suggests that the managers should start thinking soon in terms of building up a cadre owing loyalty to the organisation.—*Reproduced.*

RELE, SUBHASH J. Pulling the public sector out of the red, *Business Standard*, 20 Oct. 81, p.5.

Performance of some public sector units has become a hindrance in the rapid growth of the economy. The various factors which affect the working of public sector enterprises boil down to two main categories, financial and managerial. A number of posts of directors, chief executives and senior managers are lying vacant. The number of government officers on deputation in public enterprises is very high, though bureaucratic culture is inimical to business management. The public sector undertakings cannot take major decisions on their own and are handed down to them by the government. Greater devolution of authority is needed along with an appropriate watch on performance. Executive training cannot be of much use if the government continues to look at the public sector as another department or wing.

SPECIAL issue on public enterprises and alternative models of industrialisation. *Human Futures*, 4(2-3) Summer & Autumn 81, p.119-222. (Entire issue).

Contents : Editorial; Structure and functioning of trade unions in India, by Rajesh Tandon; Public enterprises as catalysts of rural development, by L. Dave Brown, Mohan Mani and T. Vijayendra; Scheduled castes and tribes in public enterprises in India: dynamics of implementation of reservation policy, by T. Vijayendra, Prem Pradeep, Mohan Mani. Probal Roy, Maitreya Ghatak and P.S. Dubey; Structure and functioning of the personnel department in a public sector undertaking: case study of Alpha Engineering Company, by V. Rukmini Rao and Savita Lokur; Incentives and

income distribution in the Mondragon producer cooperatives, by Henk Thomas; A study of sex role differences in the Indian banking industry, by Uma Sekaran; Educating managers and managing educators : some reflections on the interlinkages between education and training processes and their absorption and utilisation in public enterprises, by Praxy J. Fernandes; Politics of ecodevelopment : a cart before the horse ? by M. Taghi Farver and Bernhard Glaeser; Technology assessment for developing countries importance : feasibility and organisational concepts, by Meinolf Dierkes.

VIYYANNA RAO, K. and G. PRASAD. (Nagarjuna Univ.). Whither State public sector ? *Capital*, 187(4677) 26 Oct. 81, p. 4-6.

The dismal performance of innumerable units promoted and managed by various state governments goes almost unnoticed. In this paper their performance is briefly reviewed, chronic ailments are pointed out, and some remedial measures are suggested. It is emphasised that each State should set up a bureau to guide and assist public undertakings in achieving the defined objectives.

GOVERNMENT REGULATION OF BUSINESS

SHAH, PRAMOD S. Are controls strangulating the economy ? *Business Standard*, 27 Nov. 81, p. 5.

GOVERNORS—POWERS AND FUNCTIONS

BEYLE, THAD L. and ROBERT DALTON. Appointment power: does it belong to the governor ? *State Government*, 54(!) 81, p. 2-12.

HANDICAPPED

SPECIAL number on administration for the disabled : policy and organisational issues. *Indian Journal of Public Administration*, 27(3) July-Sept. 81, p. 537-934. (Entire issue).

Contents : Editorial; Administration for the disabled; policy and organisational issues, by M. Thangavelu; Rehabilitation of the disabled, by V. Ramalingaswami; Disability in America : paradoxes and public policy, by Arie Halachmi; Let's not handicap the handicapped, by Nana Chudasama; Administration of social welfare programmes for the physically handicapped in India, by N.R. Inamdar and Nalini Paranjpe; The need for radical changes in the administrative structure of our services for the disabled, by H.J.M. Desai; Administration for the disabled: policy and organisation, by M. Natarajan; Measuring disability states in the context of service provision : a survey, by Miron Mushkat; A future for the mentally handicapped, by Seeta Sinclair; The growing needs of the aged disabled: some considerations, by Thomas D. Watts; Disability is not a handicap : a positive philosophy for the development of the disabled, by Afzal Jehan Friese, Planning for the rehabilitation of the disabled, by S.D. Gokhale; Is disability a handicap, and need it be perpetuated? by P.P. Trivedi; Reservation for the handicapped : constitutional and programmatic issues, by Bata K. Dey; Physical handicap : the problem of definition, by Meenakshi; Welfare of the handicapped the role of voluntary organisations, by G. Ravindran Nair; The disabled : their problems and solutions, by S.K. Verma and Anil Chawla; Transport Problems of the disabled : a study of the rebus scheme in Hong Kong, by Dorothy Chan; Education and care of the mentally retarded, by Anima Sen; Rehabilitation

of the leprosy disabled : policy and organisation, by J.M. Mehta; Emerging concept of welfare of the physically handicapped, by S R. Mohsini; Legislation for rehabilitation services for the disabled in India, by Mukkavilli Seetharam; A comparative study on the congenitally blinds and the sighted on tactile size and form perception and handedness, by Miriam Ittyerah and Vibha R. Gupta; Vocational training and habilitation of the mentally handicapped, by Nandini P. Divatia; Integration of the blind with the sighted, by Sushma Batra; Rehabilitation of the mentally retarded: problems and suggestions, by G.N. Narayana Reddy; Policy and planning for the deaf, by Surrendar Saini; A note on rehabilitation aids, by K. Raghunath; National Sample Survey of the disabled in India, by J.N. Tewari; Surveys of the handicapped Book reviews; Documents; Bibliography, by Mohinder Singh and R.N. Sharma.

We deal with those articles first which discuss policy matters and we have Thangavelu asking for a policy for the welfare of the disabled, which should be at once humanitarian and economic and which should include education, training, health and medical services, vocational training and placement of the handicapped in gainful occupations, and a special provision to deal with the social problems of the severely handicapped.

Thangavelu then gives a breakdown of the programme for the disabled under the policy frame, both institution based and home based. He elaborates the services that will be required under this programme, the training that will be imparted, the feedback that will be required and the effort that will be needed to link services with cost. He also discusses the appropriate administrative arrange-

ment for delivering the services and for involving the people in the entire programme.

Ramalingaswamy takes up the problems of the disabled in India and warns the country against 'zerox copying' of technologies and rehabilitation development techniques in the more affluent countries. He pleads for early detection of disability especially among children, and also underlines the efficacy of prevention of disability over subsequent efforts at cure. More than the handicap itself, Ramalingaswamy points out, it is the climate of deprivation, coupled with social ostracism that affect the impaired people and it is factors such as these that lead so many of the disabled to a life of beggary and servitude. Ultimately, therefore, he says, the safe way to reduce the extent of severity of disability is the awakening of the society itself and when, in the process, the rural poor also become aware of the facilities that are available to them.

Arie Halachmi writing about disability in America, deals with the paradox in that country where an economy-conscious administration tries to cut expenditure on social services in contrast to public interest in the problems of the disabled, and the ambivalence resulting from this national dichotomy. He specifically mentions four types of paradoxes in this respect and says that unless there is a change in society as regards its basic values and approaches, the so-called public policy towards the disabled may be nothing more than demonstrative, with its effects just marginal and temporary. It is interesting to read here about the US administration providing help to the disabled not on the basis of need but rather as a function of the interest, resources, and ability to get organised

by all those other than the disabled themselves. We have to concede that such a tilt is not exclusively in the United States about which Halachmi writes; this is increasingly felt in other countries also such as India where, as we have mentioned earlier, it is more the vocally alert and articulate urban section that benefits, leaving the needy poor in the villages largely unattended.

Nana Chudasama in his article wants society to break the various barriers that wall in the disabled such as the architectural and transportation obstacles; unrelated medical criteria used in job requirements; and the attitudinal barriers which, according to him, are the hardest to topple. He is very clear that unless we integrate the handicapped into every aspect of society, we will be permanently keeping justice itself 'disabled'.

The next three articles, by N.R. Inamdar and Nalini Paranjpe, H.J.M. Desai, and M. Natarajan, trace the evolution of the administrative set-up for the service of the handicapped in India. They analyse the present structure and spell out the inadequacies.

According to Inamdar and his associate, the welfare services for the handicapped in the country are hamstrung by inadequate finance. Allocation are regarded as 'consumption expenditure', with the connotation that they mean a drain on the economy. The Third Plan, no doubt, called for investment in 'human resources' but this is not seen in practice and the welfare schemes of the handicapped are still in essence seen as measures of charity. He, like Thangavelu earlier, calls for a cost-benefit analysis of the different services so that the meagre available resources can be put to the best use. Desai too feels that our existing organisational

structure for dealing with the problems of the disabled is not sound; there should be a fresh look both at what the government does and what the voluntary agencies do. According to him there should be total decentralisation of the responsibility for looking after the disabled and it should go down to the district level. The district authorities should not only be given the necessary responsibility but also be empowered to impose a small levy from the proceeds of which they may meet a part at least of the cost for providing rehabilitation services. Further, he wants managerial techniques to be applied to the delivery of services and these services to be tuned in a manner that will render the disabled fully productive. Legislation may go some way in several respects but legislation, in order to be effective, should be based on a coherent national policy and a national plan, both sanctioned by Parliament and effectively supported by the people. Natarajan gives a detailed chart of national organisation for the disabled, giving out the functions broadly at each level; the country, the state, the district and the village. He wants a committed philosophy for the rehabilitation of the disabled which should form part of the constitution of the country. He also writes about the need for proper devolution of responsibility and wants the country to realise that rehabilitation of the handicapped is a service oriented activity; the strategies and tactics should therefore have to mobilise certain social forces in order to reach the goal. This, in turn, requires the active participation of community leaders in the service organisations and the involvement of voluntary agencies in order to provide the emotional and popular drive to the programmes sanctioned, initiated and monitored by the official machinery.

Continuing on the same lines and

stressing on the developments in India are a series of six articles by Afzal Jehan Friese, S. D. Gokhale, P. P. Trivedi, G. Ravindran Nair, S. K. Verma and Anil Chawla, and S. R. Mohsini. What is in common with all these writers is their sense of hope that the disabled may have a better future if only we marshal the resources at our command and utilise them in a purposeful manner. They also feel that we have to shed a lot of our accepted beliefs and notions about the problems of rehabilitation of the disabled. For instance, Afzal Friese points out that 'love and dedication' alone will not do; these should be supplemented by ascertaining the professional skill and competence of the needy disabled, their own attitudes and the desired attitudes for specific jobs, etc. Also, we must realise that the achievements by the disabled are not dependent on their disability but on the opportunities provided to them for learning and development of skills and attitudes. The economic costs of rehabilitating the disabled are certainly high, the writer concedes, but the social costs of their remaining disabled are higher still. Gokhale stresses that rehabilitation should be closely related to the total environment of the disabled persons, for there cannot be a piecemeal approach. A farm labourer, for instance, who has legs amputated should not be made to discover that the artificial legs provided to him are of little use in the paddy fields where he is supposed to go back to work. This calls for application of appropriate technology in rehabilitation in a rural setting like that in India. The rural society, according to Gokhale, has certain inherent strengths such as close inter-personal relations and a humane attitude towards the affected. There are handicaps also in as much as superstition, ignorance, etc., exaggerate and stigmatise the disabilities. P. P. Trivedi writes about the scope for prevention of handicaps, especially in rural areas,

provided the policy making organisations, like the Ministry of Health and the Department of Social Welfare, have a coherent plan for the purpose and they have a medium of dialogue between each other on the same wavelength. She also points out the undesirability of concentrating the services in isolated institutions, especially in matters of education of the disabled. She feels that the disabled themselves do not want to be looked down upon or pitied upon. The community effort, therefore, should be to restore self-respect among the disabled which, in essence, points towards self-employment so as to draw out the relevant skills of the disabled and also help them to retain their affinity with their normal living conditions.

Ravindran Nair, writing on the role of the voluntary organisations in India in the service of the disabled, brings out the change in emphasis in these services over the years. He also points out that some states have a greater momentum in social welfare movement than others and he mentions Maharashtra, Tamil Nadu and Gujarat in this respect. There is a concentration of the voluntary institutions also, especially in the metropolitan cities like Bombay, Delhi, Calcutta and Madras. The voluntary institutions, he says, have done pioneering work in several spheres of social rehabilitation of the handicapped but they, at the moment, suffer from lack of resources and lack of adequate trained manpower. In any case, even with all the institutions put together, their services have only touched the fringe of the problem. What these agencies have achieved and for which they deserve full credit is the social awareness and the social awakening that they have been able to create, however small this effort may seem to be.

S.K. Verma and Anil Chawla have, likewise, drawn attention to the corre-

lation between disability and socio-economic disadvantages and have said that no single intervention at any one stage would solve what is a complex and multifaceted problem of the disabled. It is, nevertheless, important that the community should accept the basic right of the disabled to human decency and to a life of productivity and fulfilment whether his handicap is mild or severe, single or multiple, incurred at birth or later in life, whether he lives in an urban or rural environment, or whether his family has income or he is poor.

S.R. Mohsini writes on the emerging concept of welfare of the physically handicapped and, notes the changes that have occurred in this area over the years and like several of the writers referred to earlier, stresses on taking into account the socio-economic environment while caring for the disabled. He notes the advancement made in medical, pedagogical as well as in behavioural and social sciences generally that has come to the help of disabled persons. He also draws attention to the UN document on rehabilitation, elucidating the new approach to the problems of the handicapped and the new concept of their welfare. It is part of this new approach, he says, that the physically handicapped is now recognised as an emotionally disturbed person and that is why he has a special claim on society for sympathy and constructive help. The UN document expresses the faith that the handicapped, given the right opportunity, may turn out to be an economic asset to the community instead of being a burden on himself, on his family, and on the state. This is the goal that we have to strive for.

There are two articles, one by Bata K. Dey and the other by Mukkavilli Seetharam, on the constitutional and legislative rights of the disabled in

India. Dey discusses the reservation of Jobs for the disabled and also lists the provisions in the constitution taking care of the disabled, especially the blind, along with the scheduled castes and scheduled tribes. According to him, the rehabilitation programmes of the handicapped, however well intentioned, cannot be in generic terms: they should be tailored to the specific requirements of particular categories of this community. However, he is conscious of the fact that the state, with its limited resources crying of distribution among competing claims, cannot hope to fulfil all the needs of the handicapped. In these circumstances, the state can at best be only a catalytic agent. Total help to the handicapped can result only when all the concerned sections of society are in full participation in the effort to meet their needs.

Seetharam lists the several laws under which the disabled can expect state help, but he feels that almost all of them need to be amended in terms of the changed social climate and the specific requirements of the handicapped. For instance, the Lunacy Act call for a thorough change and so do several others. Most of the existing laws were drafted at a time when the obligations of the state towards society were limited and when there were no demands on the state by the specific classes of the handicapped. These have changed now and, therefore, according to the writer, the need for corresponding changes in the laws. This is a matter meriting consideration of the policy makers. But laws must have corresponding institutional arrangements for their effectiveness.

There is one article in this issue which discusses the transport problems of the disabled. This is a study of the rehaus scheme in Hong Kong. Dorothy traces the beginning of the

scheme, its present coverage, its viability and its potentialities. According to her, the rehaus service has a vital part in meeting the needs of the disabled who normally face a lot of problems arising from their own difficulty in being mobile and from the lack of suitable transport facilities for them. She feels that such a service as in Hong Kong can be made useful and also run at a reasonable cost. Though the problems of Hong Kong and of a continental country like India differ in almost all respects regarding commutation of their people, Dorothy Chan's article highlighting the advantages of a special service is useful to us insofar as it draws our attention to a particular type of service to the disabled which has more or less escaped our attention.

Miron Mushkat and Meenakshi try to give some acceptable standards for measuring disability. Mushkat draws heavily on medical sciences where objective tests have been in use for long to measure each type of disability and its intensity. He is of the view that with suitable adaptations, the Index of ADL, the Measure of Incapacity for Self-Care, the Maryland Disability Index, etc., which have proved themselves effective in a wide variety of contexts, can be made use of for measuring disabilities also. No doubt, more research is required before adequate specificity is brought about in this regard but it is possible to agree with Mushkat that we should step outside the rather narrow domain of subjective managements and find a way to bring disability also into a recognisable field of identification and assessment with greater exactitude.

Meenakshi writes about the ambivalence in the definition of the handicaps and she also agrees that in several respects the conventional definitions reflect personal judgements. According to her, 'physical fitness' is itself a rela-

tive term. It is supposed to measure functional capacity of an individual for a task and it may have no meaning unless the task, for which the fitness is to be judged, is itself specified. Similarly, the term 'normal' is not a statistical concept but is based on available subjective observations or impressionistic consideration. From here, Meenakshi traces the impact of such allegedly loose definitions on social policy and rehabilitation programmes of the handicapped. When we think of 'who is going to define' we find incompatibility between the medical and the administrative defining systems. The clinical definitions are designed for large groups of people and though they may be useful for clinical analysis they become difficult to use in the administrative context. Confusion arises when administration tries to adopt the medical definitions for its policies and programmes without simultaneously bothering to know whether the two systems of definitions are compatible in their results. This is an important area for social research.

Dealing with specific areas of disability, Seeta Sinclair, Anima Sen, Nandini P. Divatia and Narayana Reddy write on the mentally retarded. Thomas D. Watts deals with the needs of the aged disabled; Miriam Itteyerah and Vibha R. Gupta and Sushma Batra write about the blind; Surrender Saini takes up the problems of the deaf; and J.M. Mehta discusses the rehabilitation of the leprosy disabled. Seeta Sinclair, writing on a possible future for the mentally handicapped, elaborates a plan discussed at a seminar under the joint sponsorship of the Directorate of Health Services (India), the World Health Organisation, and the All-India Institute of Medical Sciences in 1978-79. According to her this plan covers medical services, education and vocational training, employment, insurance, social security, etc., for the mentally handicapped. The plan lays consi-

derable stress on prevention of mental disability by adequate supervision of deliveries. This is important since it is known that birth trauma and anoxia are responsible for about 25 per cent of all cases of mental disability. Seeta Sinclair also pleads for a national plan for the mentally handicapped and for its proper implementation, involving the concerned departments of the government both at the national and state level and also of the parents of the affected. Monitoring and evaluation of all service programmes is essential according to her and there should be coordination at the central, middle and peripheral levels so that the plan's implementation may be really useful to the disabled.

Anima Sen takes up the education of the mentally retarded and she holds that in this specific context education is not just reading and writing but the patient's all round development, taking into account that the patient has limited learning capacity; he may also be incapable of having the normal social and emotional relationships with the peer groups or with others. Normalisation of the handicapped in this context requires different types of educational methods and the curriculum provided for the mildly retarded will not suit those with severe retardation. The latter will need the services of special staff. Education, to be effective, should be started early enough in the patient's life, for it is found that the extent to which the young patient has opportunities to interact with the changing environment directly affects his development also. In the process of such an education, it is important to develop the self-image of the retarded. The severely retarded may have to be hospitalised but the families concerned should also be involved in the care of such patients. In conclusion, Anima Sen observes that in India it is the adult retardates that get a raw deal from the authorities and the commu-

nity so far as their educational needs are concerned. Neither the private organisations nor the state, she complains, have dealt adequately with the problems of these retardates.

Nandini Divatia wants the mentally retarded to be given opportunities of work in appropriate industries and business organisations. This, of course, excludes the severely retarded. However, according to the writer, more than 50 per cent of the mentally handicapped here are with IQ varying between 50-75 and they can be trained and made useful members in society. Their educational method consists of vocational training through sheltered workshops and then, according to their ability, placement either in appropriate establishments or in self-employment. The mentally retarded should also have the guardianship arrangement, the writer emphasises, *i.e.*, a recognised legal relationship between a specified competent adult on the one hand and the 'ward' on the other, in order to take care of the legal rights of the latter.

Narayana Reddy puts emphasis on the family as the base of rehabilitation of the mentally retarded. He also points out that rehabilitation depends on many factors other than just the intelligence of the retarded. He agrees with the other experts that with proper treatment and education, the mentally retarded can be made self-supporting. They should be helped to understand their own limitations first and taught about it through concrete meaningful exercises. He warns that parents of the retardates should also be among the first to recognise the limited achievement potential of their children and they should reconcile themselves to limited goals. This will avoid frustration and help a more positive effort towards ameliorative and rehabilitative approach on their part. Early introduction of counselling and gui-

dance programmes to the members of the family will be useful them at a later stage when behavioural patterns of the retarded may have been fixed. Reddy also feels that rehabilitation programmes should be made as simple as possible and as cheap as possible so as to be available to the common man. It is here that the state as well as the philanthropic instincts of society and the sense of social responsibility on the part of industry and business have a definite role to play.

Thomas D. Watts considers the worldwide, growing, aged disabled population as a challenge to government policies and, may be, to the overall commitment of governments to egalitarian goals. Even the affluent western states, with all the resources at their disposal, he says, are finding it increasingly difficult to support the growing number of dependent population in their midst. On the other hand, the aged disabled are hampered to put forward their claims because of their being both aged and disabled. Watts, no doubt, speaks of the aged disabled in the United States but cites several evidences of their growing weight in the economic and social calculations of India also. He makes a contrast between the institutionalised help in America and other affluent countries and the home based, non-institutional service in countries such as India. He commends the latter in the Indian context for, according to him, such services are not only less expensive but more humane.

Miriam Itteyerah and Vibha Gupta have a technical article on the blind which also touches upon the socioeconomic implications. By diagnosing the extent of blindness and the degree of blindness by scientific methods, they try to find out how the blind may be recommended for jobs in specific industries or other work units taking into account the job seeker's perceptual

capacity. This, they feel, will help to promote employment opportunities for the blind without affecting the productivity in the units where they are likely to be employed.

Sushma Batra writes about a study that she made on the integration of the blind persons with the normal. This study aimed at analysing the factors which increased or hindered the integration of the blind with society. Her finding is that the disability of the blind is not just physical; the greatest hurdle in their integration with normal people is the misconception prevalent among them about the blind. Most of it is the result of ignorance. But once the people with normal vision are put in contact with the blind, Sushma Batra has noted a very positive attitude towards each other which, according to her, augurs well for a large scale attempt at integration. She also asserts that even in her small sample, integration proved most successful in cases where the blind had self-confidence and where they retained their will power for integration. For a more homogenous rehabilitation process, this approach needs to be further explored.

About the deaf, Surrender Saini says that the deaf are a neglected lot. The services to them are *ad hoc* and confined to urban areas. Much of the deafness, according to the writer, is preventable by early detection, diagnosis and proper treatment and it is advisable that maternity and child welfare centres should be equipped to cater to these aspects of the people's health problem. The economic rehabilitation of the deaf is also possible by proper training through special technical institutions by the different states. This kind of disability, somehow or the other is apt to be ignored as it has not the same visual impact as many other kinds of debilitating handicaps.

The leprosy patients, according to

Mehta, are the most neglected because of the stigma attached to the disease which brings about an unsympathetic public and even official attitude. Though the government policy is to assist the leprosy patient, this does not work in practice due to lack of personnel and lack of motivation. On the other hand, rehabilitation in leprosy is easy. According to Mehta with proper training, a moderately deformed patient can perform several jobs efficiently. But it is the stigma that comes in the way as nobody wants to do anything with even a cured leprosy patient and it is the stigma again that drives a large number of patients to beggary and anti-social activities. Altogether this is a gloomy area, says Mehta, and he sees hope only when there has been a radical change in our thinking and attitude towards this section of the handicapped. Legislation may be of little use here and the tragedy of leprosy is that even those in the community who ought to know better adopt a very negative attitude towards the leprosy patients. Leprosy, concludes Mehta, is a highly misunderstood disease. This is all the more a pity, as from Gandhiji onwards, both social workers and medical experts have tried to explain that the disease is curable and is not infectious except in the case of children. More light and action are needed in this area for creation of a right kind of climate of social opinion.

The articles included in this particular issue delineate many unexplored areas for research and experimentation. They indicate the desired linkages that have to be established between different branches of science and humanistic as well as social sciences if administrative policies and strategies have to be devised and organisational efforts mounted for amelioration of human suffering. The need for community understanding and support as also the need for close cooperation between

voluntary agencies and state organisations have been highlighted. The theme of the disabled and the handicapped is not there just to evoke pity but to activate social empathy and action. The various contributors underscore the many areas of cooperative endeavour and understanding as well as the necessity for optimisation of resources through a scientific approach and appropriate managerial technique. The Special Number aims to place the entire gamut of issues of the problems of the handicapped in a wide perspective and will be of interest and use to all sections in society, and not just to those directly concerned with public administration and its study.

Following the articles by the learned contributors, we give surveys about the disabled from a dozen countries, both developed and developing, and they show that though the degree of the problem differs, in their essential nature and rehabilitation the issues are very much similar; it is almost always the question of meeting the demand for rehabilitation with the limited resources in men and money. They also indicate, though briefly, the possibilities of regional cooperation among the third world countries with tight budgets and limited personnel. There is also the suggestion here that institutionalisation may not be the answer to all problems of rehabilitation.

The next section is about the rehabilitation attempts by the various state governments in India. The foremost inadequacy mentioned in these reports is that the states concerned do not have with them any firm data about the number, the range, the intensity and the exact problems of each type of the disabled within their jurisdiction. The result is that the steps they have taken towards rehabilitation tend to be ritualistic with no

touch of realism. For instance, the uniform 3 per cent reservation of jobs to the handicapped is meant to be really an indication of social concern and sympathy but, unfortunately, the process of implementation seems to be tardy and even disappointing. The states do not always have a clear idea of the spread of the handicaps between the rural and the urban areas; the result is that most of the service institutions and medical facilities are in urban centres though it stands to reason that those who really need these services are in the villages. Similarly, the cost of rehabilitation has not entered the calculations of such services, for most of the users of the services as at present are the well-to-do, whereas those who are in dire need of these services are forced to go without them. Again, it is in the villages that prejudice and ignorance prevail and the disabled therefore are made to suffer more than what may be their share if enlightened help and guidance are forthcoming. If we admit that much of the disability now prevalent in the villages is preventable, it is obvious that the pre-natal and the post-natal care should be concentrated there and the organisation of these services must be tilted to the rural rather than the urban areas as a policy of deliberate corrective discrimination.

We have the book reviews section also where a representative collection of books on the handicapped has been reviewed. Some of the books are chronologically rather old but the subject matter dealt with in them is still fresh and will be useful to those in the field dealing with the problems of the disabled. There are a few books that deal with only field experience in rehabilitation and although they are set within the limits of that experience, the principles and methods discussed are adaptable and the programmes are practical to countries and areas other than those they specifically refer to.

In the section 'document', towards the end of the Special Number, we give full text of part I of the report (1981) of the Director-General, ILO made available to us by their Geneva office recently. This gives at one place the essence of rehabilitation steps taken by various countries and looks forward to what may be possible in the future with these governments and non-official agencies working together and with the help of specialised international bodies like ILO.

We bring the Special Number to a close with a bibliography of selected books and articles on the handicapped and this lists over 500 items, with several of the citations from within India.
—*Reproduced from editorial.*

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PERSONNEL

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Labour is one of the most important factors of production. With the growth of industrial activities in the economy, the attitude and behavioural aspects of the labour have also become complicated. Thus the personnel policies of the company on recruitment, promotions, training etc. assume more importance in the present day context. The Personnel Department of the company being responsible for framing up such policies becomes a target of attraction. In this paper the author has presented the findings of a study conducted by him in a big public sector enterprise to show the employees attitudes towards the Personnel Department of the company and the fulfilment of the responsibilities that the Department has been assigned. The study reveals that employees attitudes towards the Personnel Department is one of mixed feelings. The majority of employees have an average level of satisfaction. They are neither satisfied nor dissatisfied, but have a tendency towards dissatisfaction. The study also reveals that the dissatisfaction is more pronounced on the Personnel Department's role to help the employees of organisation and to solve their problems in the first instance. In the matter of execution of the personnel policies the study reveals that majority of the respondents expressed neither satisfaction nor dissatisfaction.

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PERSONNEL—PROMOTION

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PERSONNEL, MUNICIPAL

NANDY, RAJ. (I.I.P.A., New Delhi). Civic bureaucracy: importance of public involvement. Statesman, 20

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Municipal bureaucracy has failed to function as an effective agency for management of urban services. It is alienated from the community. The essence of municipal bureaucracy is its nearness to the local people. The people have no effective control over the bureaucracy. It is suggested that the residents' associations should be involved in decision-making at certain levels and in the supervision of the field staff. These associations can perform useful functions in various ways. In many countries such experiments have proved successful.

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PERSONNEL, PUBLIC— EXAMINATIONS

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The UPSC has yet to acquire a set of guidelines that may help it in recruiting civil servants who identify themselves with the common people. The UPSC cannot evolve these guidelines which are prepared by the government. The method of testing the ability and competence of the candidates has still remained the hangover of the British Raj. With some structural changes introduced in civil services' examinations in 1979, the UPSC has removed to a great extent the elitist character in the examinations. The aspects of the new system of examinations are briefly explained. It is suggested that the UPSC should reconsider its decision to relax the maximum age limit to 28 years.

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PERSONNEL, PUBLIC—SERVICE RATING

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Despite various attempts for police improvement, there has not been any visible improvement so far. This paper is concerned with the plea for the professionalisation of police services in India and attempts to discuss selected indicators of police administration, which might result in the professionalisation of Indian police service, a step towards better police performance. Its structural organisation is one of the constraints on professionalisation. Innovative training can be a step in the right direction. Viable professional organisations who can claim to speak for various segments of policing should be developed. Various areas in which research is needed are indicated and the steps to stimulate better and systematic research are pointed out. The personnel should be upgraded through better education, training and selection procedures to improve police-community relations.

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Economic development is not synonymous with political development. Political underdevelopment is a reflection of social backwardness. The fact that the political apparatus is often hitched to the wagon of economic progress in the developing countries distorts perception of their overall performance and cause them to neglect the social system. While in ritualistic and authoritarian systems political freedom is a terrifying phenomenon, in model democratic systems, social

change and political freedom are indispensable. Bureaucratic dominance is the perennial feature impeding the development of self-governing systems. Bureaucrats having ritualistic attitudes are usually counter-productive. Administrators and politicians live in compartmentalized worlds though both of them are essential for the progressive development of the nation. The focus of this article is on a theory of political development which allows for an examination of the subjective factors that influence societal change. The author has also analysed the symbolic-ritualistic aspects of planning-development process.

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POVERTY

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HAVENS, HARRY S. Program evaluation and program management. *Public Administration Review*, 41(4) July-Aug. 81, p.480-5.

NAIK, B.M. (I.I.P.A., New Delhi). Effective scheduling and monitoring: the only way to avoid slippages in projects. *Lok Udyog*, 15(5) Aug. 81, p.9-15.

Large scale slippages in projects

such as irrigation, power, housing, industry, etc, have become these days, a common problem. Slippages in project time and project cost schedules are a matter of serious concern to managers and government. Obviously so, because projects consume more than half our national budget and when their commissioning get delayed, all other programmes depending upon them get dislocated. The costs of delays in projects are extremely high so much so that the growing economy in India, really, cannot afford. The answer to the problem of project slippages and their timely commissioning does not lie alone in merely providing extra funds and extra resources to projects, but lies more in their better management by way of effective scheduling and monitoring. The article describes in brief the state of affairs in some key sector projects with abundant funds and highlights the role of effective scheduling and monitoring to close the project gap.—*Reproduced.*

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PROPERTY TAXES

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A civil servant in a democracy has a difficult and complex role to play. He not only must possess adequate administrative competence but must have social skills to work with amateur masters, namely, his political heads. Moreover, in a democratic system, he is called upon to redress the various grievances felt by the citizens conscious of their rights. Mr. G.R. Donde in his brief but perceptive essay suggests certain valuable guidelines for an administrator who wishes to be both fair and sympathetic in resolving the felt grievances of those who work under him or those outside who are affected by departmental decisions and approach him with a complaint. —*Reproduced.*

MAHESHWARI, S.R. Nehru and public administration. Hindu, 8 Dec. 81, p. 17.

There are many problems in study-

ing Jawaharlal Nehru's views on public administration. Though he had hardly any admiration for the administrative system under British Raj, he desisted from large-scale administrative reform after Independence, though the period following Independence was the most opportune one for administrative reforms. It seems that Nehru left the subject of public administration to his deputy, Sardar Vallabhbhai Patel. Nehru was much impressed with the need for national planning, influence of science and technology, panchayati raj and public enterprises.

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TASKAR, N.T. Some disturbing trends in public administration. Hindu, 8 Dec. 81, p. 17.

The lot of the common man cannot improve unless there is a radical change in the attitude and outlook of the politicians, administrators, scientists and professionals who today constitute the ruling class. The two essential prerequisites for a good public administration system in India are incorruptibility and sensitivity to public criticism. In most cases public enter-

prises are headed by politicians and administrators but rarely by competent professional men. Steps are necessary to prevent concentration of power in a small group of administrative officers. Topmost priority must be given to cut down drastically the cost of our public administration system. Political and administrative will is necessary to introduce the desired changes.

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SHEFER, DANIEL and JACQUES STROUMSA. The Delphi method: a decision-making tool for street-lighting planning. *Socio-Economic Planning Sciences*, 15(5) 81, p. 263-76.

ROLE PLAYING

WOHLKING, WALLACE and HANNAH WEINER. Structured and spontaneous role-playing. *Training and Development Journal*, 35(6) June 81, p. 111-21.

RURAL DEVELOPMENT

ABASIEKONG, EDET M. The

"responsive farmer" strategy and the problem of equitable rural development in Nigeria. *Man and Development*, 3(3) Sept. 81, p. 77-85.

CHAMBERS, ROBERT. (Univ. of Sussex). A lesson for rural developers: the small farmer is a professional. *Development Digest*, 19(3) July 81, p.3-12.

Unconscious biases exist in the opinions and advice of "professionals" of every kind working on rural development in the developing world. These biases often render programmes ineffective. The most difficult thing for an educated expert to accept is that poor farmers may often understand their situations better than he does. This article examines some of the common biases and sets forth some remedies to aid in overcoming them.

CHAMBERS, ROBERT. (Univ. of Sussex). Rapid rural appraisal: rationale and repertoire. *Public Administration and Development*, 1(2) Apr.-June 81, p.95-106.

Decision makers need the right information at the right time but in rural development much information generated is too costly and inappropriate. Rapid rural appraisal forms part of the attempt to learn about rural conditions in a cost effective way. Such appraisal involves avoiding the traps of quick and dirty or long and dirty methods and using instead methods that are more cost effective. To do this means ignoring inappropriate professional standards and instead applying a new rigour based on the two principles of optimal ignorance—knowing what it is not worth knowing—and proportionate accuracy—recognising the degree of accuracy required. The article reviews a range of approaches and techniques for rapid rural appraisal that are less rigid and exhaustive than many traditional

methods and yet more rigorous in relations to cost and use. Time is emphasized as a critical factor in effective appraisal and rapid rural appraisal methods increase the chance of reducing the bias against the poorer rural people in the promotion of rural development.

DUBHASHI, P.R. (Dept. of Agriculture, New Delhi). Communication and rural development. *Journal of the Institute of Public Administration*, 1(1) Apr.-June 80, p.63-6.

Development implies development of people and hence the need to educate the entire people. Community education is essential for successful development programmes. Integrated rural development implies development of all sectors of the rural economy and all sections of rural society. In this article the content, means, techniques, and agencies to be used in communication programme are discussed. The communication policy and the communicator must work hand-in-hand with the development worker.

INTEGRATED rural development. *Khadi Gramodyog*, 28(1) Oct. 81, Anniversary Number, p.5-108. (Entire issue).

Editorial; Role of KVI sector in IRD programme, by Rao Birendra Singh; Integrated rural development in national economy, by S.B. Chavan, Meeting the challenge, by A. M. Thomas; Eradicating poverty through IRD programme, by S. C. Varma; Reorientation of Indian rural economy and IRDP, by K.N. Prasad; IRDP and bank credit, action plan and policy shift, by A.R. Patal and P.B. Pandya; Organisational set-up for IRD programme, by M.K. Kaw; Rural development: the latest fed, by V. Padmanabhan; IRDP and panchayati raj institutions, by Y.C. Sharma; IRDP: need and prospects in Indian economy

by Y.A. Panditrao; Evolution of integrated rural development as a concept, by Manubhai Patel; Operational applicability of IRDP, by S.K. Awasthi; Employment and rural development through IRD, by V.S. Mahajan; Marketing strategy for KVI products under IRDP, by C.L. Sharma, Role of self-employment sector in IRD programme, by N.P. Jaiswal; IRDP under Sixth Five Year Plan.

KHUNTIA, NATABAR. Bank financing of IRDP. *Business Standard*, 24 Dec. 81, p. 5, 25 Dec. 81, p. 5.

KRISHNA KUMAR, S. Micro-Planning for ending poverty. *Voluntary Action*, 24(2) Sept. 81, p.127-31.

In practical terms the aim of Integrated Rural Development (IRD) is to see that a minimum stipulated number of families are enabled to cross the poverty line within a given investment and timeframe. An attempt is made in this paper to show how IRD becomes, in implementation, an exercise in microlevel planning. The experience is drawn from the implementation of the IRD programme in Mysore district, during 1980-81. This paper was presented at a Seminar on "Poverty, Population and Hope", organised by the Centre for Policy Research, New Delhi, and other at Pune in June 1981.

LONG, NORMAN (Durham Univ.) and DAVID WINDER. (Univ. of Manchester). The limitations of 'directive change' for rural development in the third world. *Community Development Journal*, 16 (2) Apr. 81, p.82-7.

The states usually claim to have created co-operative type mechanisms for participation and to have encouraged voluntary forms of collective labour organisation. Such a development strategy is essentially "directive"

in nature and places significant constraints on grass-roots voluntary participation in the design and implementation of the schemes. The purpose of this article is to identify the major characteristics of this "directive" change strategy, discuss why governments adopt such an approach to rural development, and outline the differential benefits and limitations of this to various participants, such as state officials, peasant beneficiaries, and other local groups. It is argued that the "directive change" approach inevitably results in a flow of benefits to the dominant sectors and allows for increased state control of the development process. It appears that unless the state adopts a determined effort to favour the rural poor in its rural development programmes, there is little likelihood of the rural poor themselves being able to strengthen their own collective position vis-à-vis other opposing interest groups.

MEISNER, MITCH and MARC BLECHER. Rural development, agrarian structure and the county in China. *Bulletin of Concerned Asian Scholars*, 13 (2) Apr.-June 81, p.16-31.

PATHAK, H. (Punjabi Univ., Patiala). Integrated rural development in Punjab : a critique. *Journal of the Institute of Public Administration*, 1(2) July-Sept. 80, p.64-73.

Integrated Rural Development signifies a "total" approach to the problem. The aim of IRD scheme launched by the Government of Punjab in 1977 is the optimum utilisation of natural and human resources of a given area for the material well-being and overall enrichment of the life of all sections of the society. All the villages in the State are proposed to be transformed in five years. Under this programme planning process is undertaken at the field level. The scheme envisages the provision, within a

distance of five kms. from any village, of all those facilities for which the villager normally has to go to the town. Certain inherent limitations, highlighted by the experience so far are discussed in this paper.

POPLI, RAKESH. (Purdue Univ., U.S.A.). Indian community abroad and India's rural development. *Manthan*, 4(1) June 81, p.33-8.

In recent years, the awareness in the people of Indian origin in USA about some problems of rural and tribal areas in India is increasing. This consciousness should be turned into constructive channels. The development of people is more important than that of resources, technology, etc. There is ample scope to help voluntary agencies in India involved in developmental work. Some criteria have to be formulated in selecting the projects to be supported. The ways in which the Indian community in America can support rural development are discussed. A widespread and highly efficient organisation is necessary to mobilize the support activities. The community organisations in America already working in this direction are mentioned. This work needs expansion and better coordination. These are excerpts from a paper presented at the First Convention of Asian Indians in North America, New York in May 1980.

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RAO, V.M. Nature of rural underdevelopment: a field view. *Economic and Political Weekly*, 16(4) 10 Oct. 81, p.1955-66.

Planning for rural development means preparing development plans for relatively small and homogeneous areas like areas like districts and taluks. This involves focusing development programmes on the basic needs of village communities and of target groups of the poor of the area. It is common now to judge rural plans by the number of poor helped to rise above the poverty line, and not merely by growth indicators.

Given this new orientation in planning, a useful contribution that social sciences can make is through helping the planner to perceive a rural area as a social system undergoing diverse processes of change. The economist has to begin by acquiring frameworks for delineating the structure and components of micro-level rural economic systems.

One of the issues being investigated in the Thumkur Project is: how far looking at a rural area, using simple typologies of villages and of rural groups, helps discern characteristics and processes of rural economic systems.

The purpose of this preliminary paper is to describe the typologies we are using, and the clues they give to the state of development in a backward rural area.—*Reproduced.*

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VEPA, RAM K. Appropriate techno-

logy for rural development. *Journal of the Institute of Public Administration*, 1(2) July-Sept. 80, p.59-63.

The type as technology that is used for the growth of urban areas is not always suitable for the rural sector. The term "appropriate technology" is now being used by many developing countries and international agencies. As regards scientific and technical manpower, in terms of numbers, India ranks next only to the United States and Soviet Union, but their contribution to the improvement of the rural sector is minimal. The problems involved in devising appropriate technology for rural areas are analysed, and various possibilities for technological development to provide new sources of energy for rural areas are pointed out. Small sized plants for conventional products can be easily constructed with the limited capital and skill available in rural areas.

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The present Indian civil service structure lays considerable stress on preparing civil servants for the jobs that they have to perform in variegated segments of national life. The various All-India, central and state services can be functionally divided into two broad categories, generalists and specialists. In this paper, the focus of analysis is on the institutional development in the realm of "administrative training" for the generalist and the professional services. A brief description of the institutional patterns in this regard is followed by a reference to certain important aspects of training management in the civil services. The objective is to highlight some of the critical areas of training administration and not to aim at an exhaustive analysis of the Indian training system. The clerical class, the most neglected segment in the Indian training system, should be given its due place in the training superstructure. The training structure needs to be strengthened and moulded into a more effective instrument of intervention in the processes of socio-economic and administrative development. Some major steps useful in this sphere are suggested.

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Over many years national wage policy has remained a subject of national debate. A brief outline of loose policy framework so far evolved is presented. However it has to tally failed to ensure just and equitable distribution of gains of growth. The characteristic features of wage administration in public sector undertakings are pointed out, and some fallacies in Bonus Act are described. Based on a productivity-cum-prosperity plan the author has presented a basic framework within which a uniform wage policy can be evolved for the public sector undertakings. This plan can provide a rational basis for wage agreements. Advantages of such agreements are listed.

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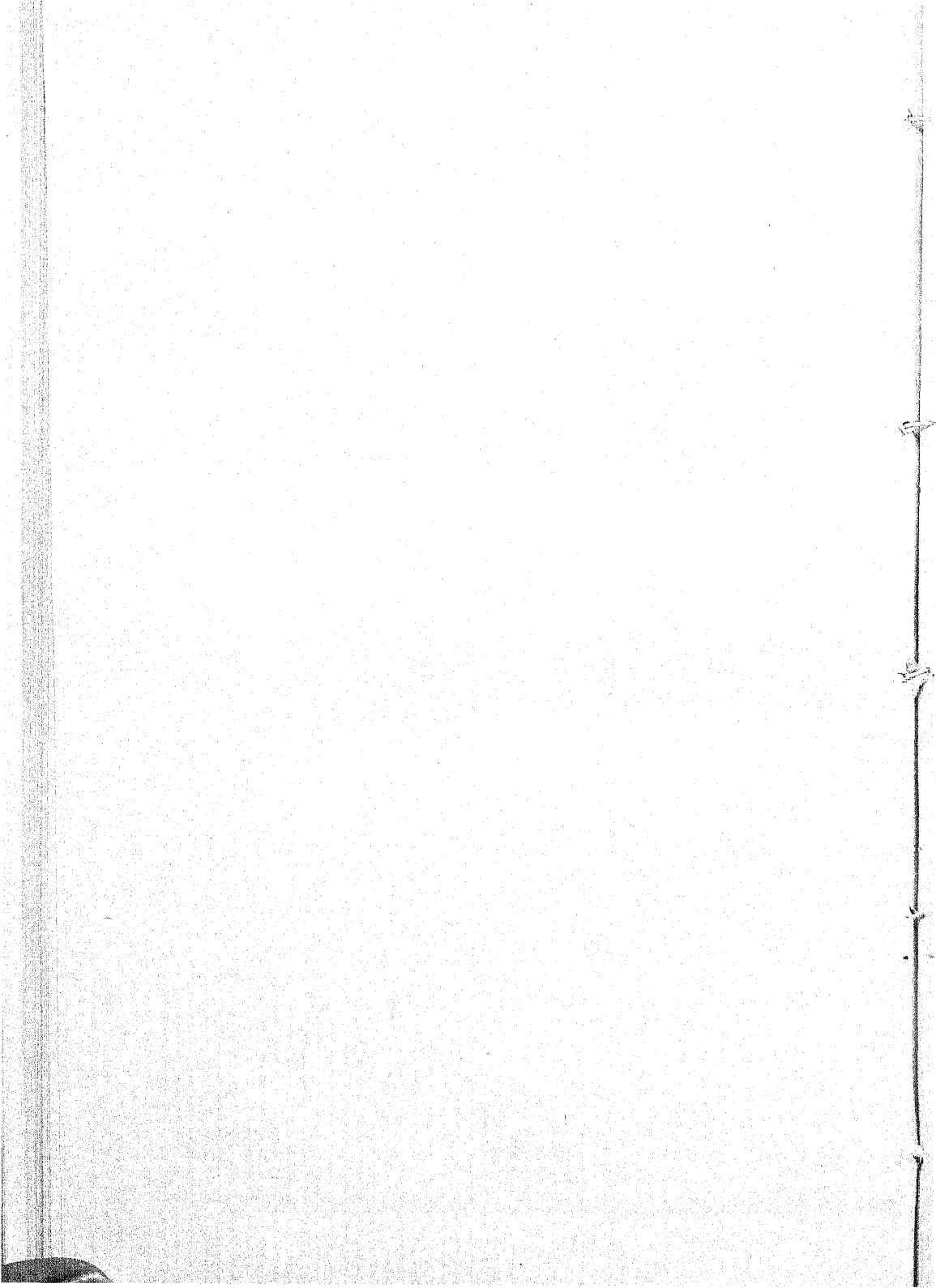
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BOOK NOTES

ALI, SHANTI SADIQ, ed. *India and the Western Indian Ocean states: towards regional cooperation in development*, ed. by Shanti Sadiq Ali and R.R. Ramchandani. New Delhi, Allied, 1981. 310p. Rs. 70.00

This study is based on deliberations of an international seminar held in Goa in early 1980 on the theme of cooperation between India, East African littoral and hinterland states, and the island states of the Indian Ocean lying to the west and the southwest of India. The Seminar was co-sponsored by the Centre of East African Studies, Bombay University, the Indian Council for Cultural Relations, New Delhi, and the National Institute of Oceanography, Goa. There are three sections. The first section deals with general perspectives concerning regional cooperation and the nature of historical contacts between India and certain other regional countries. The second section is exclusively devoted to exploring the areas of cooperation in the field of science and technology. The third section is concerned with conceptual issues and the areas of promising cooperative framework.

ASIAN AND PACIFIC DEVELOPMENT ADMINISTRATION CENTRE, *Training public enterprise managers*, ed. by Gabriel U. Iglesias, Sushil Chandra, and Melito Salazar, Jr. Kuala Lumpur, APDAC, 1980. 753p.

Lack of well-trained, capable and skilled managers is one of the most important reasons for the poor performance of public enterprises in Asia. Appropriate programmes of management training are one of the quickest and best methods of meeting this need. This volume is in two parts. While the second part contains eight country studies for India, Indonesia, Japan, Malaysia, Pakistan, the Philippines, Sri Lanka, and Thailand, the first part is a consolidation of the findings and insights contained in the country studies and provides a region-wise perspective on the significant characteristics, conditions, problems, and management of public enterprises and the training needs of managers. It also contains the suggested curricula and training packages for the training of junior, middle, senior, and top managers.

BACHARACH, SAMUEL B. *Power and politics in organizations*, by S.B. Bacharach and Edward J. Lawler. San Francisco, Jossey-Bass, 1980. 249p. £ 12.75.

This book is based on the premise that organisations are best conceived of as political bargaining systems within which interest groups, work groups, and coalitions vie for power. By integrating structural analysis of organisations

with perspectives on power, coalitions, and bargaining from social psychology, the authors have developed a new theoretical approach that increases understanding of intraorganisational relations. It is argued that systemic approaches to organisational structure neglect the political realities organisational life and lead to a narrow, sterile view of organisational politics. This book offers a challenging new perspective on such organisational processes, as centralisation and decentralisation; examines various coalition processes, such as the transformation of interest groups into coalitions and the resolution of conflicts between opposing coalitions; and contrasts inter-group politics with coalition politics.

BANSAL, USHA RANI. Social Welfare activities of the Government of India from 1947 to 1957. Varanasi, Kishor Vidya Niketan, 1980. 250p. Rs. 60.00.

This is an attempt to give a detailed survey of various welfare schemes undertaken by the Government of India during a highly important period in the social history of India. A critical evaluation of the problems of social welfare and the manner in which these were tackled by the government has been made. The study is mainly based on the various reports of the Government of India and numerous articles from periodicals and newspapers. This is a Ph. D. thesis approved by the Banaras Hindu University in 1972.

BHATTACHARYA, MOHIT. Public administration: structure, process and behaviour. Calcutta, World Press, 1981. 259p. Rs. 45.00.

This is a book on 'administrative theories', and the discussions in the different chapters are oriented toward broad-gauge generalisations. It has been one of the main objectives of this book to relate administrative theories to the familiar environment of students. The focus is on political management of public affairs and the illustrations are drawn almost wholly from India and the developing countries. Major theoretical contributions to the discipline are explained and are related to the politico-administrative situation in the developing countries. Available research findings are used to provide empirical support to the discussions and to illuminate the conceptual issues.

BHOWMIK, SHARIT. Class formation in the plantation system, New Delhi, People's Publishing House, 1981. 263p. Rs. 50.00.

This study attempts to investigate in to the different aspects of class formation among tribal workers engaged in the tea plantations of West Bengal. In this study we get a picture of class formation among people who are tribal in origin and among whom tribal distinctions have been by no means completely obliterated. The Oraons, Mundas, Kharias and others whose members constitute the labour force in the tea plantations of North Bengal are ceasing to be tribes, but these labourers of tribal origin have not become a class in the full sense of term. While the labourers are homogeneous from the viewpoint of work and wages, they are heterogeneous in other very important regards. The

disjunction between the "homogeneous economic activity" of the workers and their "heterogeneous social life" provides the backdrop to the problem of class formation on the plantation. The book includes a case study of a tea garden whose workers have successfully managed it after it was abandoned.

BIALER, SEWERYN. Stalin's successors : leadership, stability, and change in the Soviet Union. Cambridge, Cambridge Univ. Press, 1980. 312p. £ 12.50.

This book provides a comprehensive overview of the ways in which the structure and process of Soviet politics have been transformed since Stalin's death and particularly during the years of the Brezhnev regime. It examines trends in Soviet domestic and foreign policy and discusses the political prospects for the 1980s. In explaining the Soviet Union's political stability, the author analyses the Soviet combination of harsh authoritarian rule with political flexibility in the treatment of its citizens, and he describes the social processes that contribute to this stability. A major part of the work is devoted to an examination of the imminent succession of the Soviet leadership. The book gives a profile of the new generation of potential leaders and identifies the characteristics that make them different from those whom they will replace. The author concludes by analysing the kind's of economic reform that could make the problems manageable and the conditions under which the new Soviet leadership will need to institute reforms.

BROEHL, WAYNE G., Jr. The village entrepreneur : change agents in India's rural development. Cambridge, Mass., Harvard Univ. Press, 1978. 228p. \$ 18.50.

In spite of the hopes raised and achievements attained by the Green Revolution, the less developed rural countries of the world still must struggle for economic growth. With financial backing from the Ford Foundation and the Indian government, Broehl and his associates undertook a comprehensive study of the village entrepreneur in South India. They interviewed hundreds of rural businessmen and attempted to pinpoint the qualities that distinguished change agents from their traditionbound comrades. Further, they attempted to define the ways in which these agents can be used as conduits of progress. A significant section of the book describes a pilot programme established to engender innovative attitudes. The book also provides a working model that will help apply the concept of change agents to other fields and other countries. A categorical assumption of this work is that change is the *sine qua non* of development. The author believes that such a change will necessarily be both economic and social and is likely to be political as well. While Appendix 'A' presents the research methodology, the Appendix 'B' gives a schematic outline of the distributors for change programme.

BUSH, GRAHAM W. A. Local government and politics in New Zealand. Auckland Allen & Unwin, 1980. 256p. £ 5.95.

Local government has habitually deferred as a poor relation to central government. Constitutionally subordinate, it has been treated as a kind of general factotum, capable of rendering all sorts of public services. From the public, central authorities and academics, it has rarely received its due. It has

been regarded as an unexciting purveyor of everyday needs of little intrinsic political interest. This is a bad misunderstanding, for there is a plausible case that local government is the true repository of the values enshrined in the system of representative democracy. This book, an attempt to fill a definite gap in political education, endeavours to plug an almighty hole in political literature. Local government affects the everyday lives of citizens and their communities. With the quality of urban life, regional development, the environment and the adequacy of public transport high on the agenda, local government is bound to play a more prominent role in the future. This book examines every major aspect of local government, capturing the essential purposes of councils and boards. Special emphasis is given to the historical background, the place occupied by local government in the broader setting, and the political process.

CORBY, MICHAEL E. The postal business, 1969-79: a study in public sector management. London, Kagan Page, 1979. 271p. £ 11.50.

This study examines the performance of the postal side of the Post Office Corporation which in 1977-78 had an income of £ 1325 million and employed a workforce of some 170,000. The Government is once again contemplating separating Posts from Telecommunications. The experiment in industrial democracy has been in operation for two years. Over the past year the Postal Business has received extensive public criticism as its users have become increasingly dissatisfied with its services. Moreover, the relationship between Government and State enterprises is undergoing re-examination. In Part I the constitutional framework of the Post Office is discussed and in Part II the performance of the Postal Business is examined in the key areas of productivity, service and tariffs. The Postal Business is one of the nation's largest employers. The problems that this brings are covered in Part III which looks at organisation and industrial relations. In Part IV the author discusses the relationship of Posts and Government and explores some of the wider issues of Public sector control. The final part considers the politics and prospects of the Postal Business as it meets increasing pressure within from its staff and without as a result of changing markets and new technology.

COX, TERENCE M. Rural sociology in the Soviet Union: its history and basic concepts. London, C. Hurst, 1979. 105p. £ 7.50.

In this book the author analyses the main concepts used by Soviet sociologists in their study of one of the major problem areas of Soviet society: its rural social structure. He provides an outline history of rural social research in the Soviet Union and considers the work of some of the leading modern Soviet rural sociologists, trying to assess the value of their work as a contribution to the development of a Marxist sociology of the countryside. It is argued that rural sociology is of particular theoretical interest in Soviet sociology because it alone involves the study of both major social classes recognised by Soviet sociologists in their own society as well as the variety of social strata and occupational groups which together are seen as the basic components of the Soviet social structure. Recent works by Arutyunyan, Entelis and Monich

are discussed in detail to illustrate variations in the approach of different Soviet sociologists and to assess critically their analysis of Soviet rural sociology.

FERNANDO, TISSA, ed. *Modern Sri Lanka: a society in transition*, ed. by T. Fernando and Robert N. Kearney. New York, Syracuse Univ., 1979. 279p. \$ 7.75.

Here are selections on Sri Lanka's culture and institutions. Each Selection is prepared by an expert in the particular field and is based on his original research. Primarily oriented toward the social sciences, the emphasis is on developments and circumstances of the nation today and in the immediate past.

FISCHER, FRANK. *Politics, values, and public policy: the problem of methodology*. Boulder, Westview Press, 1980. 230p. \$ 31.00.

Addressed to the growing concerns about norms and values in policy assessment, this study develops a methodology for the political evaluation of public policy. It is designed to move policy evaluation beyond its current emphasis on efficient achievement of goals, focusing instead on the assessment of the *acceptability* of the goals themselves, employed as normative criteria. The author raises fundamental problems associated with the traditional fact-value dichotomy; he points to the methodological integration of empirical and normative data as a major barrier to a relevant social science contributing to policy questions. Although he does not purport to resolve the disputes long surrounding the fact-value separation, he does offer an alternative avenue for bypassing the epistemological impasses. To demonstrate the effectiveness of his methodology, he applies it to an urban decentralisation argument.

GARRETT, JOHN. *Managing the civil service*. London, Heinemann, 1980. 197p. £ 7.50

This book describes developments in the administration of Central government departments over the last decade, in respect of both the advance of management techniques and the response to demands for greater public accountability. It examines the results of the attempts to reform and modernize the Civil Service started by the Fulton Committee in the late 1960's and carried forward with diminishing enthusiasm by subsequent governments. It concludes that reform is needed more than ever as government has grown more complex and secretive, and proposes a programme of development to improve the management of the Civil Service and its accountability to Parliament and the public.

HODGETTS, RICHARD M. *Administrative policy: text and cases in strategic management*, by R.M. Hodgetts and Max S. Wortman, Jr. 2nd ed. New York, John Wiley, 1980. 712p. \$ 24.95

In today's complex environment, the most successful executives are those who utilise the tools of the modern policy sciences in solving the problems of modern organisations. Successful executives have a strategic management

point of view that allows them to examine and integrate all units of the organisation effectively and efficiently. In the first edition of this book, the goal was to provide a new conceptual framework for training modern top-level executives. The second edition broadens and expands that framework. In this edition over fifty percent of the cases are new. These cases attempt to reflect the shifts that are occurring in the administrative policy field.

KHURANA, RAKESH. Growth of large business: impact of monopolies legislation. New Delhi, Wiley Eastern, 1981. 384p. Rs. 150.00.

This book is the result of a dissertation titled "Impact of Monopolies and Restrictive Trade Practices Act", submitted for Ph.D. It evaluates the impact of the MRTP Act on the growth of large houses in relation to guiding of investment in core industries, in curbing restrictive trade practices and monopolistic trade practices, and in relation to the concentration of economic power. The book is based on and contains extensive research data on the experience of large business houses with respect to the MRTP Act. Apart from a fourteen-page bibliography more than one hundred pages are devoted to statistical tables relating to applications for expansion, new undertakings, mergers, etc. and their disposal.

LAXMI NARAIN. Organisation structure in large public enterprises; (case studies of five major public enterprises). Delhi, Ajanta, 1981. 553p. Rs. 150.00.

This study aims at providing an account of the organisation structure of five major public enterprises, namely, the Fertilizer Corporation of India the Indian Oil Corporation, the Bharat Heavy Electricals, the Hindustan Aeronautics, and the Hindustan Steel. The study is not intended to criticise or pass judgement on the managements of the enterprises covered. It attempts to present a picture of their organisation structure and systems. At a few places, suggestions for improvements are made in passing. The data for the study was obtained through personal visits and discussions with the concerned officers. For each of the five enterprises, many important organisational details including the functions and role of the head office and the chairman, mechanism of control and co-ordination, participative management, organisation planning, delegation and decentralisation, types of staff functions, are provided. A comparative analysis of the five enterprises focuses on lessons for organisation and development in large industrial organisations. The appendix describes the organisation structure of an important and large-sized public enterprise of U.K., namely, the British Steel Corporation.

MAHESHWARI, S.R. Public administration in India: management of change. Bangalore, Bangalore Univ., 1980. 42 p. Rs. 2.00.

Janmabhoomi Press Trust has instituted an Endowment at the Bangalore University in the year 1974-75 to arrange annually one or two lectures, by distinguished persons on democracy and public administration in India. This book constitutes the fifth lecture in the series for the year 1979-80. The purport of these two lectures is to analyse the tasks lying before public administration. This is done both historically and ecologically. The concluding part of the second lecture is devoted to an analysis of the lessons which

Indian administration's management of change appears to suggest. Administrative reform in India has been incremental, marginal, and even inconsequential.

MATHEW, T., ed. *Tribal economy of the north-eastern region*. Gauhati, Spectrum Publications, 1980. 223 p. Rs. 65.00.

The papers included in this volume were presented at a Seminar on Tribal Economy held in March 1976. This Seminar sponsored by University Grants Commission was organised by the Departments of Economics and Continuing Education of the North Eastern University. All these are original contributions written by people who have worked among and experienced the conditions and problems of economic life of the region and have tried to contribute to its development. The attempt has been to focus the problems as they exist and have been experienced and to find some feasible solution to them.

MIRO, CARMEN A. *Population policy: research priorities in the developing world*; by C.A. Miro and Joseph E. Potter. London, Frances Pinter, 1980. 197 p. \$ 17.15.

This is a Report of the International Review Group of Social Science Research on Population and Development. This Group was established in 1975 with the financial support of nine private, governmental, and non-governmental international organisations. The Group undertook the task of reviewing social science knowledge on population and development and formulating recommendations to guide research and the overall allocation of research resources over the next ten years by means of staff meetings, the commissioning of over sixty regionally based documents and three regional workshop which brought together scholars and policy-makers to decide on research priorities for population policy. The main conclusions reached by the Group in the course of its two and one-half year review and evaluation are presented in this Report. The authors propose on the basis of the review, agenda for future research, focusing on the issues and priorities that are of particular relevance for population policies in the developing countries of Sub-Saharan Africa, Asia, Latin America, and the Arab countries, with special reference to mortality, fertility, internal migration, and international migration.

MOHINDER SINGH. *Civil service and personnel administration: an annotated bibliography*. by Mohinder Singh and R.N. Sharma. New Delhi, I.I.P.A., 1981. 406 p. Rs. 120 00.

This bibliography having more than a thousand entries is divided into broad subject areas. Though many of the books, public documents and quite a few articles deal with more than one subjected area, each item is included under one subject area only, leaving the other approaches to be satisfied by the specific subject index. Apart from this subject index there is a name index also.

NAGEL, STUART S., ed. *Improving policy analysis*. London, Sage Publications, 1980. 264 p. £ 11.85.

The purpose of this book is to describe the new developments in the increasingly important field of policy analysis research. Policy analysis has emerged as the major linkage between the scholar and policymaker. The field itself has changed significantly in recent years with increased understanding of the difficulties of applying social science data to policy problems. The Seventeen contributors to this volume examine prospects for this critical field in the next decade. In addition, they review basic principles of policy analysis from the perspectives of optimum modeling, political reality, evaluation research, and policy analysis institutions. The contributions are divided into four parts. The first part brings out the relevance of deductive modeling and optimizing to policy analysis research. The second one deals with a political science or political perspective on policy analysis. While the third part deals with evaluation research the last one discusses how to implement more effectively the work of policy analysis researchers.

NAIM, C. M., ed. *Iqbal, Jinnah and Pakistan : the vision and the reality*. Syracuse, N. Y., Syracuse Univ., 1979. 216p. \$ 6.65.

In April 1977, the Muslim Studies Subcommittee of the Committee on Southern Asian Studies, University of Chicago, organised a small conference to observe the birth centenaries of Muhammad Iqbal (1877-1938), the poet-philosopher, and Muhammad Ali Jinnah (1876-1948), the Quaid-i-Azam of Pakistan. The theme of the meeting was "Iqbal, Jinnah and Pakistan : the vision and the reality". This publication contains the edited versions of five papers presented in the conference. Moreover there is a prefatory note by Professor Fazlur Rahman, who was a discussant at the conference and an abridged version of an article by Professor Anwar H. Syed. An Afterword by the editor concludes the substantive part of the book.

NANJUNDAPPA, D. M. *Area planning and rural development*. New Delhi Associated, 1981. 52p. Rs. 30.00.

At the invitation of the Nagarjuna University, the author delivered Sri G. Kamraj Endowment Lecture in November 1979 on the theme of Area Planning and Rural Development. This monograph is an enlarged reproduction of the text of that lecture. It tries to present an analytical model together with specific policies which are very relevant to area planning for achieving rural development. It discusses the basic requirements and advocates the substituting of the technocratic approach by a reformist approach. It argues that removal of poverty is possible by removing the urban-rural imbalances and by offering better prices for the services of the subsistence population and the products grown by them.

NATIONAL INSTITUTE OF RURAL DEVELOPMENT. *Block plan in the district frame : a development plan for Madakasira block in Anantpur district, Andhra Pradesh; by R. N. Tripathy and others*. Hyderabad, NIRD, 1980. 439p. Rs. 80.00.

As a part of the district and the region, the community development block has vital linkages with areas outside its administrative boundaries. So infrastruc-

tures extending beyond the boundaries of the blocks have to be developed. While planning development of such common infrastructures, one has to identify them and provide them within the district in order to optimise the developmental potential in the block itself. The development plan presented in this volume for Madakasira block in Anantpur district of Andhra Pradesh has taken into account the developmental needs of the block at the micro level and inter-linked them with the overall developmental potential of the district. Not only that, in some of the lead sectors the study gave due consideration to the flows and linkages of the block with the district and also with the region as a whole. Thus, the totality of developmental possibilities of the block in the wider perspective of the district and the region, have been analysed and presented. A particular feature that is emphasised in presenting the plan is to perceive the employment potential and its acceleration from the point of view of the weaker sections in the rural areas. This study was sponsored by the Department of Finance and Planning, Government of Andhra Pradesh.

ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.

The utilisation of the social sciences in policy making in the United States: case studies. Paris, OECD, 1980. 392p. £ 8.90.

The case studies presented in this volume deal with several examples of interaction between social science research and government policy-making in the United States and thus afford an overview of the processes at work in this area, in the country which has been most ambitious and systematic in its efforts to develop social science research of relevance to the problems of society and the urgent concerns of government. All the nine case studies examine policies made at the level of the federal government, although social scientists work for state and local governments and for voluntary associations as well. These case studies are written by social scientists working in universities and in government. These cases demonstrate that success or failure in the application of social science depends on a mesh between the scientific skills and political interests of the social scientists on the one side, and the political skills and scientific interests of the policy-makers on the other.

PARKIN, ANDREW. Systems analysis. London, Edward Arnold, 1980. 220p. £ 6.95.

This book presents the most important features of systems analysis in a manner which is suitable for both qualified analysis and students on computing science and data processing courses. Instead of dealing with the problems as they relate to the machines themselves, the author considers each subject from the viewpoint of the computer user. The book is divided into five sections: Introduction, Analysis, Business system design, Computer system design, and Implementation. There are questions and answer pointers associated with each section of explanatory text. Emphasis is placed on *why* systems are designed in a certain way as well as *how* they are designed. Code of Conduct and Code of Practice for the member of British Computer Society are presented in appendices.

PARKIN, ANDREW. Systems management. London, Edward Arnold, 1980. 168p. £ 7.50.

This book provides a concise, structured and rational explanation of some original approaches to the management of systems analysts and computer programmers. The author considers everyday problems which are of vital concern to management, and explores the principles involved in such a way as to help the manager to recognise the important features and implications of his decisions. There are five sections: Forward planning, Feasibility studies, Project planning and control, Personnel management, and Case studies. Apart from a glossary of terms which are used with a special meaning there is a Seventeen-page annotated bibliography.

PETERSEN, H. CRAIG. Business and government. New York, Harper & Row, 1981. 478p. \$ 19.50.

The purpose of this book is to provide a broad and balanced perspective of the government-business interface. In some cases government involvement in business serves a useful purpose. In other cases the actions of government are found to be based on rather questionable theoretical foundations. In still other circumstances the costs of specific policies exceed the benefits that are obtained. The general approach used in analysing each area of government involvement is to begin by providing the theoretical and historical background for government actions. Once these underpinnings are understood, the institutions and procedures used to implement the policies are described. Finally, the discussion focuses on existing data and research, in order to evaluate the merits of governmental activities. At the beginning of each chapter is an outline of the topics that are discussed, with a summary in the end. Discussion questions and suggested readings are provided at the end of each chapter.

PURI, BALRAJ. Jammu and Kashmir: triumph and tragedy of Indian federalisation. New Delhi, Sterling, 1981. 280p. Rs. 90.00.

The story of J & K State's relations with the national identity at constitutional, political and emotional levels presents a tantalizingly complex but fascinating picture. The author raises and seeks to answer a number of questions. Why had the Muslim leadership of Kashmir to opt for India at the time of the partition of India in spite of the reluctance of the Hindu ruler to do so? Why did not the majority of Muslims of Jammu join the antimonarchy movement led by Sheikh Abdullah? Considering that the Kashmiri Muslims appeared to favour accession of the State to the Indian Union in 1947, what caused their alienation from the national sentiments in 1953? The appendices carry a large number of valuable historic documents, some of which are rare. There is a five-page bibliography.

PUTNAM, ARNOLD O. Management information systems: planning developing, managing. London, Pitman, 1980. 240p. £ 7.95.

The "human side" and the "lack of user involvement" have contributed many times more to MIS problems than the technical considerations that receive most of the written and spoken attention. This book tackles these matters head-on. It covers the management requirements, from the chief executive

to the systems programmer and the time period from predesign through development, installation, and operation, on to future considerations.

RAJ KUMAR. Annie Besant's rise to power in Indian politics, 1914-1917. New Delhi, Concept, 1981. 182p. Rs. 60.00.

After 1914 the political situation in India changed from that of mere petition and protest to a more vigorous plan of action. Indian aspirations were crystallised into a definite scheme of self-government. This study attempts to analyse the nature and character of Annie Besant's political leadership during this crucial period of Indian history. The significance of Annie Besant's ideas in Indian politics is studied in the context of the social, economic and cultural backgrounds. This book attempts to understand Besant's motives for entering Indian politics, examines the evolution of her political ideology in the Indian context, analyses the dynamics of her leadership, tries to understand her style, her method, her organisation, and estimates the nature and character of her contribution to Indian politics. There is a six-page bibliography.

RAJAN, V.N. Victimology in India: an introductory study. New Delhi, Allied, 1981. 136p. Rs. 40.00.

Considerable thought and discussion on the legitimate place that the victim of crime should have in the dispensation of criminal justice and legislative action to compensate him for the damage done has been undertaken in most of the Western countries. But all this has not touched India and the other countries of the developing world. This book is an attempt to fill the void and throw light into this dark field. Victimology is basically the study of from the point of view of the victim, of persons suffering from injury or destruction by the action of another single person or group of persons. The history and philosophy of victimology are cogently narrated, the existing loopholes in the criminal justice system are pinpointed, the problems of victims of criminal offences are treated with empathy and the experiences of European and North American countries, Australia and New Zealand are brought out.

RANGARAJAN, C. Strategy for industrial development in the 80s, by C. Rangarajan and others. New Delhi, Oxford & IBH, 1981. 242p. Rs. 60.00.

This book presents the papers presented at the 14th Annual Alumni Conference of the Indian Institute of Management held in November 1979 at Ahmedabad, along with the proceedings of the Conference. The papers were presented by C. Rangarajan, Rakesh Khurana, H.N. Pathak, Charan D. Wadhwa, and Anand P. Gupta. Through the many sessions in the Conference, the challenges and opportunities facing the strategy for industrial development were sifted, analysed, studied, debated upon and formulated. The book also contains the discussions and deliberations that followed each paper during the proceedings of the conference.

RAO, HEMLATA. Centre-state financial relations: (criteria of federal fiscal transfers and their application in India). New Delhi, Allied, 1981. 203p. Rs. 40.00.

In this book an attempt is made to evaluate the federal fiscal system in India.

It critically examines the federal fiscal transfers, approach of the Planning Commission and the Finance Commissions, and their role in achieving the desired policy objectives. After a detailed appraisal of the approaches adopted by these bodies, the author has come to the conclusion that the present system of horizontal fiscal transfers needs a through overhauling. She wants one single approach to be followed for all transfers to the States, whether from the divisible pool or as grants-in-aid or plan assistance. The two objectives she places behind her proposed approach are the reduction in regional disparities and an increase in resource mobilization efforts by the individual States. For achieving these objectives she has developed an "Eligibility Criterion" based on three factors, namely, a composite index of development, an index of fiscal potential, and an index of fiscal effort. The results arrived at on the basis of eligibility approach are compared with actual transfers. Moreover, there is a six-page bibliography.

REINHARTH, LEON. The practice of planning: strategic, administrative, and operational, by L. Reinharth, H. Jack Shapiro and Ernest A. Kallman. New York, Van Nostrand, 1981. 385p. \$ 19.95.

Planning is necessary at all managerial levels in an organisation and it is different at each level. This book covers all levels of planning. In addition, the usually neglected subjects of the implementation and control of company's plans are treated in some detail. An overview of each type of planning process, strategic, administrative and operational is presented. The unique format of this book coordinates the text with journal articles, anecdotes and an actual before-and-after real-life example of a well-known firm's planning process. Some of the absorbing topics covered are: constraints on planning, re-appraisal procedures, contingency planning, behavioural considerations in planning, operating budgets, and predictions of corporate environments between now and the year 2000. The distinction between the different kinds of information required for each level of planning is thoroughly explored, relating the planning system's association with the management information system. Data sources, storage and retrieval requirements of the various divisions of management are discussed in depth.

ROSE, RICHARD, ed. Challenge to governance: studies in overloaded politics. London, Sage Publications, 1980. 238p. £ 12.50.

Every major European polity faces problems of paying for the policies that constitute the contemporary welfare state, and maintaining the economy that has made both public and private affluence possible. The growth of government has created institutions of such complexity and size that they threaten to assume a direction and force of their own, notwithstanding the intentions of those elected to direct their activities. The purpose of this book is to analyse pervasive challenges to the political authority of European governments today. It concentrates particularly upon the related problems of governmental effectiveness and popular consent. The very fact that many characteristics of the challenge to governance are common to all European nations compels a social scientific analysis. The organisation of this book emphasises the common problems facing national governments. The chapters

presented here have evolved from a series of conferences in which more than two dozen social scientists presented papers. Each chapter focusses upon one pervasive feature of the challenge to governance.

ROYAL INSTITUTE OF PUBLIC ADMINISTRATION. Policy and practice: the experience of government. London, RIPA, 1980. 103p. £ 7.62.

Much of the information about what goes on inside Whitehall is unreliable, incomplete, based entirely on outside information, out-of-date, or some combination of these. Serving Ministers and civil servants do not normally talk in public about the nature of their jobs. Therefore RIPA took the chance offered by the defeat in May 1979 of the incumbent to Labour Government invite some members of that Government to talk to RIPA audiences about their own experiences in office, while these were still fresh in their minds. These lectures delivered between November 1979 and March 1980 are published in this book.

STANDING CONFERENCE OF PUBLIC ENTERPRISES. Self-management and workers' participation: Indo-Yugoslav experience; ed. by Krishan C. Sethi and others. New Delhi, SCOPE, 1981. 599p. Rs. 130-00.

In recent years there has been an upsurge of interest in the subject of workers' participation in decision making and self-management all over the world. In India several multi-dimensional efforts have been undertaken since 1947 to translate in a meaningful way the concept of workers' participation. On the other hand in Yugoslavia, the system of workers' self-management has been functioning for quite a long time. It is much wider in scope than its Indian counterpart and in fact covers the entire society. A Symposium was organised in December 1978 at New Delhi jointly by the Indian Institute of Management, Calcutta, and the Centre for Workers' Self-management, Belgrade, in association with the Bureau of Public Enterprises. This book incorporates the papers presented and conclusions reached at the Symposium. The major objectives of this Symposium were to examine the institutions of workers' participation in the specific historical, socio-cultural and political settings in which they have evolved in these two countries and to identify ways and means of involving workers meaningfully and effectively in the decision-making process as well as the conditions which are necessary for sustaining such efforts.

STANKIEWICZ, W.J. Approaches to democracy: philosophy of government at the close of the twentieth century. London, Edward Arnold, 1980. 276p. £ 11.50

This book deals with the theory of modern liberal democracy, in particular the questions of the relevance of democratic theory to democracy, the insufficiency of the existing 'justifications' of democracy, and the limitations of empirical democratic theory. It is commentary on current ways of thinking about the democratic system and its values. It is also a discussion of the social and political predicaments of our time which are often neglected by political theorists: civil disobedience, coercion, violence, social change—which are analysed here in the philosophical sense, in terms of ideas rather than as sociological 'facts'. It deals with some currently popular issues of democra-

tic theory, like 'participation', and 'socialization' in relation to basic traditional issues such as majority rule and representation. The author takes relativism as the main unifying element of the book and examines the far-reaching effects of relativism on contemporary thought together with impact of scientism and empiricism. He enquires whether our contemporary political theorists are providing a relevant analysis of our society and whether our society is viable.

UNITED NATIONS. *Classifications of the functions of government.* New York, U.N., 1980. 52p.

The preparation of a more detailed version of the "Classification of the purposes of government" contained in "System of National Accounts" a U.N. publication, was approved as part of the work programme of the Statistical Office by the Statistical Commission at its seventeenth session. The classification contained in this document reflects, to the extent possible, the various suggestions received from national statistical offices and international agencies during consultations. The titles and definitions of the categories have been refined to clarify their contents and remove ambiguities. The classification has been restructured to achieve a better balance between major functional groups. Administrative expenditures that can be identified with a single function are included in that function. A major group covering fuels and energy has been created to bring together government outlays in this increasingly important area.

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION. *The studies on unemployment among educated young people,* by Simone Morio and Yarrise Zoctizoum. Paris, Unesco, 1980. 133p.

This publication is in two parts. While Part I written by Morio deals with unemployment in the developed market-economy countries, Part II written by Zoctizoum deals with unemployment in the French-speaking developing countries. Being well aware that unemployment is a complex economic and social phenomenon which cannot be explained in a simplistic way, the authors have tried to relate the problem of the unemployment of young people to the context, objectives and types of education received.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANISATION. *Practical appraisal of industrial projects: application of social cost-benefit analysis in Pakistan.* New York, U.N., 1980. 181p. \$ 13.00.

In recent years considerable attention has been focused on methods of evaluating new projects in developing countries, particularly those in the public sector. These methods are described conventionally as social cost-benefit analysis, and the increasing interest in them reflects a concern, that, from the national viewpoint, methods of financial appraisal fail to capture the full impact of a project. This book written by John Weiss, applies the principles of social cost-benefit analysis in the appraisal of three industrial projects in

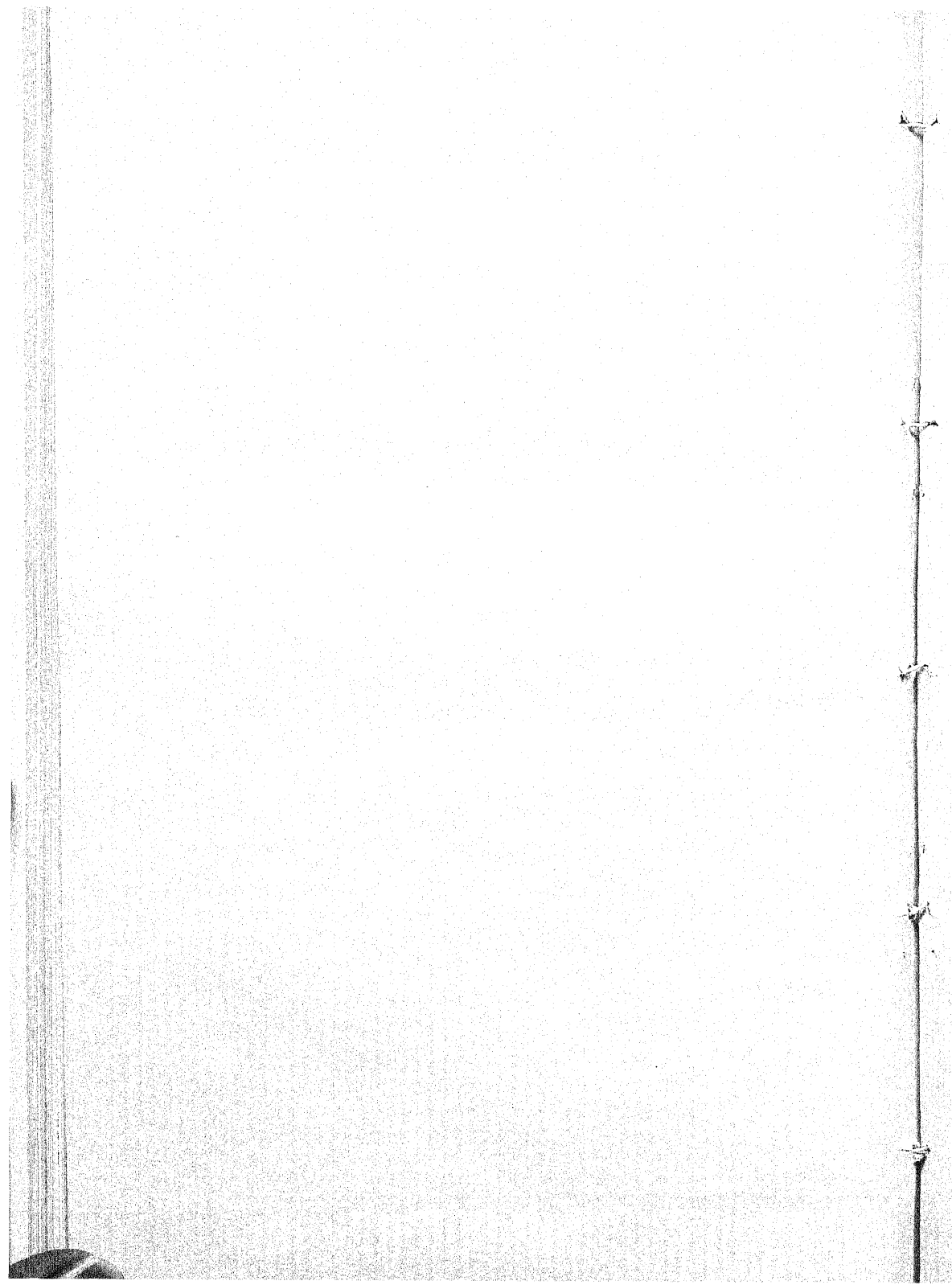
Pakistan. The projects examined are a polyester factory, a textile mill, and a sugar mill. These projects were chosen for the examination after consultation with the Planning Division of the Government of Pakistan. Each project is examined from the viewpoint of its contribution to different objectives, and each appraisal illustrates the use of different types of shadow prices.

WALKER, BRUCE. Welfare economics and urban problems. London, Hutchinson, 1981. 391p. £ 5.95.

The central concern of this book is to apply the principles of welfare economics to the major problems of the city. It examines welfare economic theory and highlights those concepts which explain the nature of urban problems and the ways in which economists approach their solutions. For example, the author discusses welfare implications of externalities and public goods, and the relationship between efficiency and equity, within the context of welfare economic theory, and then applies them to such issues as the supply of urban housing, the functioning of local government and the problems of the inner city. In his conclusion, the author discusses the relationship between welfare analysis and urban planning. There is a seventeen page bibliography.

WEISS, CAROL H., ed. Making bureaucracies work, ed. by C.H. Weiss and Allen H. Barton. London, Sage Publications, 1980. 309p. £ 11.85.

This book examines reforms that have been instituted or advocated to improve government agency performance in the United States. The contributors identify strategies that hold promise for making public bureaucracies more effective, and mechanisms that generate more negative consequences than gains. Among the issues discussed are external and internal controls, judicial review, decentralization of agencies, civil service reform, competition among bureaus, policy analysis and research, government contract work, and public participation. Together the authors offer direction to efforts to make government agencies more effective, efficient, and responsive to the needs of citizenry.



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